

RANI CHANNAMMA UNIVERSITY, BELAGAVI

Regulations, Course Structure and Syllabus

For

Master of Business Administration Degree (MBA)

(Two Years Full Time MBA Programme)

Under

Choice Based Credit System (CBCS)

2020-21 Onwards



Post Graduate Department of Business administration

Rani Channamma University, Belagavi

Vidyasangama -591156

Phone No : 0831-2565209 Email: mbadept@rcub.ac.in

REGULATIONS GOVERNING
FOR
MASTER OF BUSINESS ADMINISTRATION DEGREE(MBA)
OF
RANI CHANNAMMA UNIVERSITY, BELAHAVI
(TWO YEAR FULL TIME MBA PROGRAMME)

Under
Choice Based Credit System (CBCS)
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Rani Channamma University
Vidya Sangama
Belagavi – 591156

Website: www.rcub.ac.in

E-mail: mbadept@rcub.ac.in

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RANI CHANNAMMA UNIVERSITY, BELGAVI

Regulations pertaining to

TWO YEAR FULL TIME MBA PROGRAMME

(Credit Based Semester System)

I. Title

These regulations shall be cited as RANI CHANNAMMA UNIVERSITY regulations governing Two year Full Time Master of Business Administration (MBA) Programme divided into four semesters at the Post Graduate Level in the Faculty of Management.

II. Extent of Application

These regulations shall apply to the Post Graduate Programme in Management (MBA) approved by Rani Channamma University, Belgavi and by other competent authorities as per the existing norms. The Programme may be run on the University campus or the location as decided by the University Authorities and to all affiliated colleges approved by the University and other competent authorities.

These regulations come into force from the date of approval by the competent authorities.

III. Definitions:

In these Regulations, unless otherwise mentioned:

- a. "University", "University Area", "College" "Teachers" and "Principal" shall bear the same meaning as assigned to them under Sec.2 of the Karnataka State Universities Act-2000 and as amended from time to time. However in case of affiliated colleges/Institutes the word "Principal" means the "Director" and "Teachers" means only Rani Channamma University approved faculty members. University approved Teachers are those who have been selected by a Selection Committee constituted as per the approved guidelines of competent authorities and those who have been appointed following all the norms for selection of these teachers and placed on a regular scale.
- b. Post-Graduate Programs means Master's Degree Course in Management (MBA)
- c. "Student" means the student admitted to Post-Graduate Programme in management.
- d. "Degree" means Post-Graduate Degree i.e., MBA.
- e. "Board of Studies" means P.G. Board of studies in management of the University, Steering Committees of Diploma Programs in the discipline/subjects concerned.

- f. "Academic Council" means Academic Council of Rani Channamma University established according to the KSU Act, 2000.
- g. "Fee" means the Tuition fee prescribed by the University for the Post-Graduate Program in Management from time to time.
- h. "Compulsory Courses" means fundamental papers which the student admitted to a particular Post-Graduate Programme should successfully complete to receive the Post-Graduate Degree in Management i.e. MBA and which cannot be substituted by any other course.
- i. "Specialization Papers" means advanced papers and departmental choices that student can opt as a special paper under a particular Department only
- j. "Credit" means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester shall be of 16 weeks duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks and 4 credits is equal to 100 marks as used in conventional system.
- k. "Grade" is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject by the Examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.
- l. "Grade Point Average" or GPA refers to an indication of the performance of student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of courses a student takes and the grades awarded to him/her for each of the subjects.
- m. "Cumulative Grade Point Average" or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward. The calculations of the GPA, CGPA is shown at the end of this regulation.

IV. Minimum Eligibility for Admission and Admission Procedure:

- a. The Students who have successfully completed the three-year/four-year Degree course or any other Degree course of this University or of any other University recognized as equivalent thereto by this University shall be eligible for admission to the Post Graduate Program under Rani Channamma University Program provided they also satisfy the eligibility conditions like percentage of marks etc as may be prescribed by the competent authorities.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:

Norms prescribed by the Rani Channamma University

- i. Admission to the MBA Programme shall be as per the Government of Karnataka and other central or State level Competent Authority order or guidelines.
- ii. All eligible candidates seeking admission to MBA are required to fulfill the prescribed eligibility criteria.
- iii. All the admission to Post Graduate department of Management Studies and affiliated colleges shall be made as per the prescribed norms through a state level counseling based on PG CET, the reservations rules based on the seat matrix as announced by the competent authority.

V. Duration of the Programme:

The Programme of study for the Post-Graduate Degree shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen week of class work. No student shall normally be permitted to obtain Degree earlier than four semesters and the student shall complete the course within three years (Six Terms) from the date of admission to the first semester of Post-Graduate Programme i.e., MBA. However the student shall be permitted to carry over all the 1st year courses to the second year.

VI. Medium of Instruction:

The medium of instruction shall be English for all subjects.

VII. Minimum Credits and Maximum Credits:

- a. There shall be three categories of courses viz., Compulsory Course, Specialization Course, and Open Elective Course.
- b. Each course shall have a definite Course objective, Eligibility criterion for taking the course, Scheme of Evaluation including the components of Internal Assessment (IA) marks, Projects(if any), the number of contact hours, type of practical and the prescribed Credits.
- c. The credit for each Course is 4 credits. The students shall compulsorily undertake an internship project after the completion of the third semester and before the commencement of the 4th semester classes (the exact date of the commencement will be announced by the University in its Calendar of Events every year). The project will lead to a dissertation and the credits for this shall be 4 and will be a part of the total credits in the 4th semester.
- d. A student shall register for minimum credits and maximum credits for each of the four semesters as per table I under paragraph XI below. However to qualify for the Degree in Management- MBA under the Faculty of Management, he/she should have registered and

cleared a minimum number of credits, which is indicated in the same table. The details of the Minimum Number of Credits a student is expected to take to qualify for a Degree in a specific School/Department is mentioned below in paragraph XI

VIII Course Structure:

- a. The students of Post-Graduate Programme shall study the courses as may be approved and prescribed by the Academic Council of the University from time to time.
- b. Each course (paper) in this system is designed carefully to include lectures/tutorials/laboratory work/seminars/project work/practical training/report writing/Viva-voce etc., to meet effective teaching and learning needs.
- c. The normal calendar for the semester shall be issued by the University every year before the commencement of the first semester.

IX Credit Distribution

The minimum number of credits for the Master degree programs shall be 96.

X Attendance:

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will have to sign and mark his attendance for every hour of teaching of each paper. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the Department during 2nd week of every month. Chairman shall certify the fulfillment of required attendance of every candidate in the Examination Form.
- c. A student shall be considered to have satisfied the requirement of attendance for each paper, if he/she has attended not less-than 75% of the number of classes held up to the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.
- d. However, if a student represents his/her institution, University, State or Nation in sports, NCC, NSS or Cultural or any other officially sponsored activities, he/she shall be eligible to claim the attendance for the actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendations of the Head of the Institution or Department concerned.
 - i. This facility shall also be extended to the students who were absent due to accident/serious illness leading to actual hospitalization. Their period of absence will be treated as present for calculation of attendance subject to approval of the concerned teacher and the Head of the Department.
 - ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated subject

to a maximum of 20 days in a semester based on the specific recommendation of the Head of the Institution of Department concerned.

- iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper/s. All such students shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Internal Assessment marks in the concerned subject shall be cancelled and he will have to appear for his Internal Assessment Tests again for the concerned paper/s.

XI. Duration of Theory and Practical Papers

- Each theory course covered under the compulsory category, specialisation category and open elective category shall be taught for 4 hours per week. The general duration of the Semester is 16 weeks. But the actual number of classes may not be 64 hours.
- The project topics/field work assignments shall be finalized and given to each student before the end of 3rd Semester.
- The following Table tentatively shows the distribution of theory and practical (hrs and credits) per semester per week.

Table 1

MBA-Wise Credit Distribution

Category	Minimum Credits to be covered in				Total credits to be earned
	I-Sem	II-Sem	III-Sem	IV- Sem	
Compulsory Subjects	26	22	10	10	68
Specialization Subjects	--	--	12	12	24
Open Elective	--	04	04	--	08
Internship.Project (Industrial)	--	--	04	--	04
Total	26	26	30	22	104

Skill Development Series: Skill Development Programme Shall be conducted over all four semester.

The Details are as under;

I Semester : **Corporate Etiquettes**

II Semester : **ICT Skills**

III Semester : **Employability Skills**

IV Semester : **Studies in Indian Values and Management**

XII Course Weight age

Course Weightage would be equal to the number of credits awarded to the particular course. For instance, if the Compulsory Course has a Credit award of 4, then the appropriate Weightage for the course would be 4.

XIII Evaluation

- a. Each of the Course would have two components- the first being Internal Assessment Marks and the second being the Semester End Exams. The Internal Assessment (IA) marks are based on continuous internal assessment. The total marks for the Internal Assessment would be based on the total credit awarded to the Course. For instance if a Compulsory Course has a Credit award of 4, then the total max marks would be 100 for the subject. Out of the total marks of 100 for such a course, 20 marks shall be earmarked for continuous Internal Assessment (IA) and remaining 80 marks for the semester end examination. However, in case of internship project work, the distribution of marks will be 80 marks dissertation and 20 marks for viva-voce.

- b. The distribution of internal marks will be as follows.

1) Attendance	03 Marks.
2) 2 tests (10+7)	17 Marks.

or

(1 test+1 assignment)

20 Marks

- c. Marks of all the tests shall be taken into account for the compilation of grades. The marks list should be notified in the department notice board before 13th week and shall be submitted to the Registrar evaluation before 15 the week of every semester.
- d. The marks shall be displayed on the Notice Board of the Department also. The tests shall be written in a separately designated book and after evaluation the same should be shown to students.
- e. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the Internal Assessment shall not be revised. There is no improvement for internal assessment.
- f. There shall be one semester end examination of 3 hrs duration for 80 marks/ paper.
- g. All students of MBA Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses/subject relevant to his/her program. If he/she is absent for any semester end examination for any subject/s, marks awarded will be zero. However, if any student has filled in his examination form and not appeared for any/all the subjects, he/she shall be awarded zero marks and declared as "fail" in those subjects . Such candidates who have failed can appear for the supplementary examinations as and when announced by the University.
- h. The answer scripts of the odd semester-end examinations (Semester I & III) will be evaluated by a panel examiners approved by the university and there will be single evaluation.
- i. The answer scripts of the even semester-end examinations (Semester II & IV) will undergo double evaluation and will be evaluated by a panel examiners approved by the university. If the difference in marks between two evaluations exceeds 20% of the maximum marks such a script shall be assessed by a third examiner.

XIV. Internship Project (IP):

All MBA students have to undertake one in-plant training with a business or service organization after 3rd Semester. The training shall be of 60 days duration in any Organization of repute. The program will have an orientation program for 15 days followed by a detailed project on a problem identified by the organization.

The following rules and regulations apply to Internship Project (IP).

- a) The student will have one guide (external) from the Institute/college and one internal guide from the host organization identified for Training.
- b) At the end of the 60 days of Internship, the student has to submit a detailed project work (hard copy in A4 size hard bound computer print out; not less than 75 pages and

not exceeding 150 pages including all annexure along with a soft copy on a CD preferably on MS Word or equivalent.

- c) All students' Project Reports will be examined by a Panel of Examiners constituted by the University for the purpose for a total of 80 marks.
- d) All the students completing In-plant training will have to attend a viva voce to be conducted by the above panel of examiners for 20 marks.

XV. BOARD OF EXAMINERS AND VALUATION:

- a. A panel of Examiners for MBA shall be prepared by the Board of Studies. The Panel will contain both Internal and External examiners. Internal examiners will be all P.G. teachers (including P.G. teachers from sister departments) and only selected teachers from the list of University approved teachers from all affiliated colleges offering MBA programme.
- b. A Board of Examiners will be constituted by the Board of Studies which will scrutinize and approve the question paper set by the paper setter selected from a Panel of Examiners.
- c. All papers will be set by a panel of examiners approved by Board of Studies.
- d. In case more than 20% of the papers in respect to any subject needs to be evaluated by the third valuer, then such answer scripts shall be valued by the Board of Examiners on the date to be notified by the Chairperson of the Board of Examiners and the marks awarded by the Board shall be final and binding.
- e. Generally, first valuation will be done by internal examiners and second valuation will be done by External examiners.

XVI Challenge Evaluation:

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with the fee prescribed by the University from time to time, to the Registrar (Evaluation) within 15 days from the date of announcement of the result. The challenge valuation script shall be sent to the external examiner. The average of the marks awarded in the challenge valuation and the marks out of earlier evaluations whichever is nearer to the challenge valuation shall be the final award.

XVII Completion of Course:

- a) A candidate is expected to successfully complete MBA course within three years from the date of first admission.
- b) Whenever the syllabus is revised, the candidate reappearing shall be allowed for PG degree examinations only according to the new syllabus.

- c) The CBS scheme for MBA is fully carry-over system. However, the four-semester two years course should be completed by a student within three years. For these periods, candidate may be permitted to take examination in cross semester (even semester examination in even and odd semester examination in odd semester examination) after paying the examination fee as prescribed by the University from time to time.

XVIII Declaration of Results:

- a) Minimum for a pass in each paper shall be 40% of the total 100 marks including both the IA and the semester end examinations. However he should obtain at-least 40% of the marks in the Semester End Examination. There is no minimum in the IA marks. However after adding the IA and the semester end examinations, the candidates should score a minimum of 50% of the maximum marks for the subject.
- b) The candidates, seeking improvement of their results shall submit a representation along with a permissible fee to the Registrar (Evaluation) and surrender the degree certificate/provisional pass certificate/original marks cards of that semester within 15 days of announcement of result.

XIX. Marks and Grading:

The grading of successful candidate at the examination shall be as follows-

Percentage marks	GPA/CGPA	Class
75.00 to 100.00%	7.50 to 10.00	First class with Distinction
60.00 to 74.90%	6.00 to 07.49	First Class
50.00 to 59.94%	5.00 to 5.99	Second Class
Less than 50.00%	Less than 5.00	Fail

XX. Grading of the Courses:

The Grade Point Average (GPA) shall be given to each candidate based on students' performance during the semester- which includes both the IA and the semester end exams. The GPA of each semester should be carried to next semester as Cumulative Grade Point Average (CGPA) **An illustration** is given below.

Grade Points

Name: XYZ

Semester:1

Registration No:

Subject	Course No	Credit Hrs	Max Marks	Marks Obtained	Semester Grade point	Credit Points
Principles of Management	1001	04	100	70	07.00	28.00
Corporate Communication	1002	04	100	80	08.00	32.00
Business Data Analysis	1003	04	100	80	08.00	32.00
Managerial Economics	1004	04	100	50	05.00	20.00
Management Accounting	1005	04	100	70	07.00	28.00
Fundamentals of Marketing	1006	04	100	90	09.00	36.00
Corporate Etiquettes	1007	02	50	40	09.00	8.00
Total		26				184

Semester I GPA = $184.00/26.00=7.07$

Likewise if the GPAs for various semesters is calculated and is as follows:

Semester	Max Credits	Credits Opted	Credit Points	GPA
First	26	26	184	7.07
Second	26	26	189	7.850
Third	30	30	217	6.875
Fourth	22	22	165	6.781

(GPA of Isem+IIsem+IIIsem+IVsem)

Cumulative Grade Point Average= -----

(Credits of I sem+II sem+IIIsem+IV sem)

(184+189+217+165)/26+26+30+22=755/104=7.25

XXI. MISCELLANEOUS:

Tuition fees for the course as prescribed by the University/ Govt. / Competent Authority. The tuition and all other fees paid once will not be refunded.

The Directions, Orders, Notifications issued by the University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act-2000 and the ordinances, statutes, Regulations and Rules made there under.

XXII INDUSTRIAL VISIT:

The students shall visit industries in an around Belagavi during their first year of the program and shall make a industrial visit for 5 to 7 days depending upon the city to visit in and around 1000 kms from the Belagavi during their second year. The University shall make necessary arrangement for the visit to the industry the cost of the visit shall be mutual shared by the university and student depending upon the place of visit.

Rani Channamma University, Belagavi

MBA COURSE STRUCTURE 2020 ONWARDS

MBA I SEMESTER

Sl. No	Name of the subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Principles of Management	1001	20	80	100	04	04
2	Corporate Communication	1002	20	80	100	04	04
3	Business Data Analysis	1003	20	80	100	04	04
4	Managerial Economics	1004	20	80	100	04	04
5	Management Accounting	1005	20	80	100	04	04
6	Fundamentals of Marketing	1006	20	80	100	04	04
7	Corporate Etiquettes	1007	10	40	50	02	02
	Total						26

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	Operation Management	2002	20	80	100	04	04
3	Corporate Finance	2003	20	80	100	04	04
4	Organizational Behavior	2004	20	80	100	04	04
5	Business Environment	2005	20	80	100	04	04
6	ICT Skills	2006	10	40	50	02	02
7	Entrepreneurship Development and Project Management (OEC)		20	80	100	04	04
	TOTAL						26

MBA III SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit	
1	Strategic Management	3001	20	80	100	04	04	
2	Total Quality Management	3002	20	80	100	04	04	
3	Employability skills	3003	10	40	50	02	02	
4	Specialization Subjects	A student has to choose papers which accumulates to 12 credits of specialization subject						12
5	Soft Skills for Employability (OEC)		20	80	100	04	04	
6	Internship Project	To be taken up after the third semester final examination for 60 days						04
	Total						30	

FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Banking Management	3004	20	80	100	04	04
2	Derivatives Markets	3005	20	80	100	04	04
3	Financial Markets & Institutions	3006	20	80	100	04	04
4	Foreign Exchange Market	3007	20	80	100	04	04
5	Investment Analysis & Portfolio Management	3008	20	80	100	04	04
6	Direct Taxes and GST	3009	20	80	100	04	04

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	Talent Management	3010	20	80	100	04	04
2	Employee Relations Management	3011	20	80	100	04	04
3	Knowledge Management &HR Analytics	3012	20	80	100	04	04
4	Learning and Development	3013	20	80	100	04	04
5	Competency Building & Performance Management	3014	20	80	100	04	04
6	Global Human Resource Management	3015	20	80	100	04	04

MARKETING SPECIALISATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit
1	International Marketing Management	3016	20	80	100	04	04
2	Retailing Management	3017	20	80	100	04	04
3	Strategic Brand Management	3018	20	80	100	04	04
4	Services Marketing	3019	20	80	100	04	04
5	Customer Relationship Management	3020	20	80	100	04	04
6	Sales Management	3021	20	80	100	04	04

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	Entrepreneurship development and Project management	4002	20	80	100	04	04	
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
	Total						22	

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	4004	20	80	100	04	04
2	Insurance Management	4005	20	80	100	04	04
3	International Financial Management	4006	20	80	100	04	04
4	Management of Mutual Funds	4007	20	80	100	04	04
5	Merchant Banking & Financial Services	4008	20	80	100	04	04

HUMAN RESOURCE SPECIALISATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per week	Credit
1	Compensation Management	4009	20	80	100	04	04
2	Organisation Development	4010	20	80	100	04	04
3	Employee Legislation	4011	20	80	100	04	04
4	Career Planning and Development	4012	20	80	100	04	04
5	Contemporary Aspects of HR	4013	20	80	100	04	04

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	4014	20	80	100	04	04
2	E-Marketing	4015	20	80	100	04	04
3	Rural Marketing	4016	20	80	100	04	04
4	Advertisement Management	4017	20	80	100	04	04
5	Supply Chain Management	4018	20	80	100	04	04

First Semester

MBA I Semester

Sl. No	Name of the subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours Per Week	Credit
1	Principles of Management	1001	20	80	100	04	04
2	Corporate Communication	1002	20	80	100	04	04
3	Business Data Analysis	1003	20	80	100	04	04
4	Managerial Economics	1004	20	80	100	04	04
5	Management Accounting	1005	20	80	100	04	04
6	Fundamentals of Marketing	1006	20	80	100	04	04
7	Corporate Etiquettes	1007	10	40	50	02	02
	Total						26

Principles of Management

Subject Code:1001
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Objectives:

1. Providing conceptual, historical evolution and modern management theory principles and practice of management;
2. Familiarizing the students with the contemporary issues in management.
3. To illustrate the concepts of management structure, management process, decision making, communication and delegation of authority play a key role in forming an effective team.
4. Compare and contrast various theories in management, leadership and effective communication will assist a person with improving and making a change in their work and/or personal life.
5. To improve your ability to examine managerial issues and problems and to develop feasible alternatives that can result in better decision making.
6. To develop an awareness of multiple approaches that can be used to resolve managerial issues and problems.

Course learning Outcomes: -

After completion of this course, students should be able to: -

1. Develop a clear understanding of the historical view and contemporary concepts in management and its relevance in present Context
2. Help the students' to develop critical thinking skills, analytical problem-solving skills, and ability to work effectively in teams.
3. Students will be able to have clear understanding of managerial functions like planning, organizing, staffing, leading & controlling and have same basic knowledge on international aspect of management.
4. Identify the impact of motivation and leadership styles in today's workforce.

MODULE - 1		14 Hours
INTRODUCTION TO MANAGEMENT		
<p>Concept of Management: Functions, Skills of a Manager, Process of Management, Development of management (Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo). Contemporary Theories (System theory, Contingency theory and Theory of Michael Porter); MBO – Peter F. Drucker, Re-engineering – Hammer and Champy, Fortune at the Bottom of Pyramid – C.K Prahalad; Management as Science and Art.</p>	Reading Material	Pedagogy
	<p>Koontz, H., Wechrich, Prasad L.M. and Gupta C. B</p>	<p>Model Development, visiting the government and private organization to understand the modern management practices</p>
MODULE – 2		16 Hours
PLANNING AND ORGANIZING		
<p>Planning and Organizing: Concept, Nature, Importance, Principles, Process, Type; Decision making: types of Decision, Process of decision making, Models & Issues. Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principles for New Forms of Organizations.</p>	<p>Koontz, H., Wechrich, Prasad L.M. and Gupta C. B</p>	<p>Lecture, Role Play, visiting government and private organization to understand organization structure and new forms</p>
MODULE – 3		10 Hours
LEADERSHIP AND STAFFING		
<p>Leading: recognition of human factor, motivation models/approaches, leadership styles/behaviours, personal characteristics of effective leaders, leadership development; leadership for learning organization.</p> <p>Staffing: Concept, Nature, Importance, Steps; Concept of knowledge worker; Directing – Concept, Nature, Importance;</p>	<p>Koontz, Harold., & Weilrich Heinz</p> <p>Robbins, S.P., & Decenzo, D</p>	<p>Lecture, Seminar, Brain storming, observe the tools and techniques adopted in organisation</p>

Coordination and Controlling: Principle of Coordination – Process of Coordination, Control – Tools and Techniques, MBO.		
MODULE – 4		10 Hours
MANAGEMENT CONTROL		
Coordination and Controlling: Principle of Coordination – Process of Coordination, Control – Tools and Techniques, MBO. Managerial ethics and social responsibility: management control – concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility.	Koontz, Harold., & Weilrich Heinz Robbins, S.P., & Decenzo, D Prasad L.M. and Gupta C. B	Seminar, Brain storming, visit NGO and other organisation to study the social responsibilities practices towards stakeholders
MODULE – 5		10 Hours
CONTEMPORARY ISSUES IN MANAGEMENT		
Contemporary Issues: Recent Trends and Challenges, Role of Managers in Changing environment, Contemporary Organizational Structure, Trends in Management, Challenges in today's global environment and competitiveness, Fortune at the Bottom of Pyramid, Latest development in the field of management.	Koontz, Harold., & Weilrich Heinz Robbins, S.P., & Decenzo, D Prasad L.M. and Gupta C. B	Lecture Case study, study the internal and external environment and developing strategic management model for organisation

Pedagogy:

Class Lecture, Group Discussion, Case Studies, Brainstorming Group and Individual presentation, management games, management model developing and Reading and review of Magazines.

Activities:

1. Case studies, assignments, role plays, business games and simulation
2. Live and Mini-Projects relating to management practices.
3. Students are visiting government and private organisation to understand the management best practices and strategies.
4. Students are expected to conduct a study on importance of management in India,

future directions in management practice.

Recommended Readings:

1. Stephen P. Robbins & Mary Coulter, —Management , Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.
2. JAF Stoner, Freeman R.E and Daniel R Gilbert —Management, Pearson Education, 6th Edition, 2004.
3. Tripathy PC & Reddy PN, —Principles of Management, Tata McGraw Hill, 1999.
4. Robert Kreitner & Mamata Mohapatra, — Management, Biztantra, 2008.
5. Harold Koontz & Heinz Weihrich —Essentials of management, Tata McGraw Hill, 1998.
6. L.M. Prasad, Principles and Practice of Management, 7Ed, S. Chand Publishers, 2007.

Suggested Reading:

1. Hellregel, Management, Thomason Learning, Bombay. 3. Koontz, Hand Wechrich, H. Management, Tata McGraw Hill inc.
2. Stoner, Jetal, Management, Prentice Hall of India., New Delhi.
3. Satya Raju, Management- Text & cases, PHI, New Delhi.
- 4 . Richard L. Draft, Management, Thomson south-Western.
5. Weihrich & Koonty, Essentials of Management, TMH, 1990.
6. Harold Koontz, Heinz Weihrich and Mark V Cannice, ‘Management - A global’.

CORPORATE COMMUNICATION

Subject Code:1002
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

OBJECTIVES:

- 1) To provide an overview of Prerequisites to Business Communication.
- 2) To impact the correct practices of the strategies of Effective Business writing

Expected outcome:

- 1) Effective personal and professional communication skills.

MODULE - 1		10 hours
Introduction to Communication	Reading Material	Pedagogy
Purpose of communication, Process of Communication, Importance of Communication in Business, Barriers in Communication (mechanical, physical, psychological, semantic & language, status), Measures to overcome these barriers. 7 C's in Communication, Types of Communication – Verbal & Nonverbal, Significance of non-verbal communication.	Urmila Rai, Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain & Dr. Omprakash Biyani	Activities highlighting communication process and Verbal & Non-Verbal importance of communication
MODULE - 2		15 hours
Listening, Vocabulary and language development		
Listening: Hearing Vs. Listening, Importance of listening, Barriers to Effective Listening, Good Vs. Bad Listeners, Tips to effective listening. Vocabulary: Words often confused, Words often miss pelt, Common errors in English – Sentence framing. Heteronyms, Homographs, Homonyms, Synonyms and Business jargons. Development of coherent paragraphs. Language for Business Communication Role and importance of language in communication, Language heterogeneity and imbalances. Effective speaking and writing , Finer points and nuances in spoken, written and journalistic language ,Understanding of language for media ,Language for creative writing and promotional literature ,Language and sensitivity to various audiences, content writing ,blogging	Urmila Rai, Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain & Dr. Omprakash Biyani Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York	Sessions on Book Reviews/Summarization, Note making Reading Comprehension: Analysis of texts from the field of Literature Practical sessions on Blogs on social sites

MODULE - 3		20 hours
Business Correspondence and Corporate communication		
<p>Business Correspondence – Standard parts of the letter and optional parts, Layout, Types of business letters – Block, Indented, Modified block, Semi indented & Hanging out Style and Principles of Effective letter writing.</p> <p>Memorandum – Essentials of a Memo, exercise writing in a Memo & notice</p> <p>Quotation – Essentials of Quotation, the Process of Quotations. Writing routine (leave/resignation/request/etc) and Persuasive business letters – Sales (Enquiry, Order, Adjustment, Dispatch, Replying to Customer complaint), Claims, Complaints and Acknowledgement. Letters of Appointment, Promotion, Termination, Appreciation, Recommendation and Reference.</p> <p>Corporate communication: Campaigns, Research, Management, Advertising writing and Evaluation</p> <p>Role of research in Corporate. Various areas of research in Corporate, demographic and psychographic research (how to frame basic demographic and personal question for a research report).</p> <p>Publicity – Concept and scope of Private PR. Image, Event and Conference Management Counseling, Crisis/Disaster Report writing – Business reports, Structure of a report, Types – Routine & Special reports. Writing assignments on short reports.</p>	<p>Urmila Rai, Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain & Dr. Omprakash Biyani Bhargava and Bhargava91971) Company Notices, Meetings and Regulations</p>	<p>Letter writing, Quotation, Notices, as practical session in class, Understanding the mode of Advertising in the news papers,</p> <p>Questionnaire in a research proposal (Understanding about Demographic and personal questions only)</p>
MODULE - 4		5 hours
Personnel Correspondence		
<p>Resume preparation (Layout, Content, Features) , Covering letter, Difference between a CV and a Resume. Most likely Interview questions - discussion</p>	<p>Dr. V. K. Jain & Dr. Omprakash Biyani</p>	<p>Individual assignment to write resume can be given after explaining Group Discussion topics can be identified and have a classroom discussion</p>
MODULE – 5		10 hours
Group Communication		
<p>Elements of Effective Presentations Skills & Public Speaking, Meetings: Classification of meetings, Meeting formalities, Meeting Documentation, Conferences, Seminars, Symposia and Workshop, Public Relations</p>	<p>Urmila Rai, Business Comm., 9/e, Himalaya Publications, Dr. V. K. Jain & Dr. Omprakash</p>	<p>General presentation topics can be given in class and students can be evaluated</p>

	Biyani Lesikar, Petit & Lesikar s, Basic Business Comm, 10/e, Tata McGraw	
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Pedagogy: Lecture, Presentation, Activities to enhance Communication Skill

Activities:

1. Mock Interviews, Mock Meetings / Conferences
2. Book Reviews/Summarization, Note making
3. Reading Comprehension: Analysis of texts from the field of Literature
4. MC/Compere Training
5. Activities in Group discussion, Group Presentations, Telephone etiquettes
(Conference Call) & Oral cases in small groups.

Essential Reading

1. Dr. V. K. Jain, Dr. Omprakash Biyani, Business Communication, 2/e, S
Chand Pub.
2. Urmila Rai, Business Comm., 9/e, Himalaya Publications

Suggested Reading:

1. Lesikar, Petit & Lesikar s, Basic Business Comm, 10/e, Tata McGraw
2. Business Communication by Chaturvedi, Pearson Education
3. Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New
Delhi.
4. Benjamin, James (1993) Business and Professional Communication Concepts
and Practices, Harper Collins College Publishers, New York.
5. Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations
6. Who moved my cheese Spencer Johnson: Who Moved My Cheese, Stephen
Lundin, Ph.D, Harry Paul, Stephen Covey: Seven Habits of Successful People,
George
7. Books by Narayan Murthy, Sudha Murthy, Nilekani, Chethan Bhagat and
others.
8. C.S.G Krishnamacharyulu, Lalitha Ramakrishnan, Business Comm, Himalaya

BUSINESS DATA ANALYSIS

Subject Code:1003
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Objectives:

1. To provide a conceptual framework on various statistical tools and techniques for decision making
2. To know practical application of statistical tools

Expected Outcome:

- 1.To enable the students with a skill of data analysis and decision making.

MODULE -- 1		12 Hours
INTRODUCTION TO MATHEMATICS & STATISTICS		
Determinants and matrices, progressions: Applications in Business Introduction to Statistics – Meaning and definition, Importance and scope of statistics, Application of statistics in managerial decision making, Limitations of statistics Data collection methods, classification and tabulation Frequency distribution- Discrete and Continuous frequency distribution Graphs and diagrams	Reading Material Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	Pedagogy Exercises, Case lets using MS Excel, operations workouts
MODULE -- 2		12 Hours
MEASURES OF CENTRAL TENDENCY & MEASURES OF DISPERSION		
Measures Of Central Tendency: Arithmetic Mean, Median, Mode (Grouped & ungrouped data), Combined Mean & Weighted Mean, Geometric Mean, Harmonic mean Introduction to skewness & kurtosis Measures of Dispersion: Range, Interquartile Range, Quartile Deviation, Standard deviation, Coefficient of Variation	Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	Exercises, Case lets using MS Excel, Live Project/ Operations Workout
MODULE --3		12 Hours
CORRELATION & REGRESSION		
Correlation: Types of correlation, Correlation & Causation, Scatter Diagram, Karl Pearson s Coefficient of correlation (for ungrouped data only), Rank correlation.	Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill	Exercises, Case lets using MS Excel Live Project

Regression: Simple Regression, Method of Least Squares, Regression Coefficients	Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	
MODULE -- 4		10 Hours
TIME SERIES		
Time Series - Introduction, Components of time series The Trend – Method of Moving Averages, Method of Least Square Seasonal Variation - Method of Simple Averages, Method of Moving Averages, Ratio to Trend Method Cyclical Variation; Irregular Variation	Business Statistics-3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	Exercises, Case lets using MS Excel
MODULE -- 4		14 Hours
PROBABILITY & PROBABILITY DISTRIBUTIONS		
Counting Techniques (Permutation & Combinations) Random Variable, Basic concepts of probability, basic rules of probability (Addition, multiplication law), conditional probability, Bayes theorem Discrete & continuous variables, commonly used probability distributions, Binomial, Poisson, Normal distributions and their characteristics.	Business Statistics-3rd edition, G. C. Beri, Tata McGraw Hill Suggested Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House	Exercises, Case lets using MS Excel

Activities:

1. Case lets using MS Excel
2. Frequency analysis & graphs Using MS- Excel - 2 hours
3. Operations workouts

Recommended Readings:

Essential Reading:

1. Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill
2. Business Statistics – Edition 2015, S.C Gupta and Indra Gupta, Himalaya Publishing House

Suggested Reading:

1. Statistics For Management, Reprint 2010, Anand Sharma, Himalaya Publishing House
2. Fundamentals of Statistics, 6th Editions'. Gupta, Himalaya Publishing House
3. Statistics for Management. 5th Edition, Levin &Rubin, Prentice Hall of India
4. Quantitative Techniques for Business Managers, 1st Edition, R. K. Bhardwaj, Anuradha R. Chetiya, Kakli Majumdar, Himalaya Publishing House
5. Quantitative Techniques For Managerial decisions, Second Edition, U. K. Srivastava,
6. G. V. Shenoy & S. C. Sharma, New Age International Publication

Managerial Economics

Subject Code:1004
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Objectives:

1. Enable an understanding of the application of Economic concepts in Management.

Expected Outcome:

1. An Understanding of Resource usage in Corporate Decision Making and Planning.

Module 1		08 Hours
Introduction to Managerial Economics		
Economics – Meaning, Nature & Scope Basic Economic Problems (with PPC) Managerial Economics – Scope, Objectives Nature & Importance of ME Theories of the Firm (William Baumol) Fundamental Concepts (OC,IP,DP,EMP,TP)	Pedagogy Discussions, Presentations, Case study	Reading Material Managerial Economics by D. N. Dwivedi, Vikas Publications Managerial Economics – Theory and Application by D. M. Mithani HPH

Module 2		10 Hours
Demand – Supply Analysis & Market Mechanism		
Utility – Meaning, Nature and Classification Consumer Surplus – Meaning, Application Demand – Meaning, Function and Law Demand – Change and Shift Elasticity of Demand–Meaning & Types Problems on Price Elasticity (Ratio) Determinants & Managerial Applications, Ed. Supply – Meaning, Function & Law Elasticity of Supply – Types & Applications Price Mechanism – Diagram & Equations Demand Forecasting – Meaning, Importance Methods of Demand Forecasting (New & Old) Least Square method of Trend P (Problem)	Discussions, Presentations, Case study	Managerial Economics by Varshney and Maheshwari Managerial Economics by Salvatore, Thompson South West

Module 3		10 Hours
Production Function & Planning		
Production - Meaning, Factors and Time Factor Cobb-Douglas Production Function – Concept Law of Variable Proportions Law of Returns to Scale Input: Output Analysis (Agri/Mfg/Serv Sector) Economies & Diseconomies of Scale (Int) Economies and Diseconomies of Scale (Ext) Economies of Scope (Diversification) The Make or Buy Debate (Outsourcing) Enterprise Production Planning (Value Chain)	Discussions, Presentations, Case study	Managerial Economics by D. N. Dwivedi, Vikas Publications Managerial Economics – Theory and Application by D. M. Mithani HPH

Module 4		12 Hours
Market Structure & Analysis		
Cost – Meaning, Types and Classification Behavioural Cost – Table / Problem Cost Curves (Diagram) – Inter Relations Identifying FC & VC of Sectors/Firms Revenue – Meaning and Types Revenue under Perfect and Imperfect Markets Market – Meaning, Features and Classification Perfect Market: Features/Equilibrium (S & LT) Monopoly: Features / Equilibrium (S & LT) Oligopoly: Features, Kinked D Curve. Duopoly, Monopsony; Concept & Cases	Discussions, Presentations, Case study	Managerial Economics by Varshney and Maheshwari Managerial Economics by Salvatore, Thompson South West

Module 5		10 Hours
Pricing Decisions and Profit Planning		
Pricing: Meaning, Determinants & Objectives Pricing Methods (Cost, Comp & Obj. based) Pricing Strategies (AP, MSP, Psy.P, etc) Pricing of Utilities, Drugs, PLC, etc. (Sectoral) Profit Planning: Objectives & Types Theories of Profit: (Rent, Risk & Innovation) Break Even Analysis: Meaning & Importance	Discussions, Presentations, Case study	Managerial Economics by D. N. Dwivedi, Vikas Publications Managerial Economics – Theory and Application by D. M. Mithani HPH

Estimation of BE Point (Volume & Value) Contribution, Safety Margin, PV Ratio.		
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Activities:

- Profiling the Works of Nobel Laureates in Business Economists
- Introduction of Mathematics in Economic analysis
- Presenting Economic Feasibility of select Businesses
- Understanding Products and Markets structure

Essential Reading:

- Managerial Economics by Petersen, Lewis and Jain, Pearson Education
- Managerial Economics by D. N. Dwivedi, Vikas Publications
- Managerial Economics – Theory and Application by D. M. Mithani HPH

Reference:

- Managerial Economics by Salvatore, Thompson South West
- Managerial Economics by Varshney and Maheshwari
- Micro Economics by P.Selvam, Sankaran and Senthil, Cengage.

(P.S: The Material suggested above are indicative and introductory in Nature. The Faculties are advised to use discretion in choice)

MANAGEMENT ACCOUNTING

Subject Code:1005
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

COURSE OBJECTIVES:

1. To develop knowledge and understanding of Management Accounting techniques to support management in planning, controlling and monitoring performance in a changing and diverse business environment.
2. To equip students with analytical skills by using various tools of Management Accounting.

EXPECTED OUTCOME:

1. Students shall be able to understand, analyze and interpret financial and cost related data for managerial decision making.

Module 1		6 Hours
Introduction to Management Accounting		
Nature of Management Accounting; Overview of Financial Statements; Sources of Financial Information	Reading Material	Pedagogy
	Khan and Jain and I M Pandey	Classroom Teaching, Assignment based on Money Control Website
Module 2		18 Hours
Financial Performance Analysis		
Tools of Financial Performance Analysis as Ratio Analysis; Liquidity Ratios; Solvency Ratios; Profitability Ratios; Turnover Ratios; Market Test Ratios; Coverage Ratios; Trend, Interfirm and Industry Analysis; Horizontal and Vertical Analysis; Funds Flow and Cash Flow Analysis.	Khan and Jain and I M Pandey	Classroom Teaching, Mini Project on Company Financial Analysis
Module 3		18 Hours
Marginal Costing		
Determination of Product Price; Marginal Costing Concepts, Techniques and Tools; BEP Analysis; CVP Analysis; BEP Charts; Marginal Cost Equation; Composite BEP; Decision making through Application of BEP & CVP Analysis.	M N Arora and Madegowda	Classroom Teaching, Case Study/Assignment
Module 4		12 Hours
Budget & Budgeting for Decision Making		
Nature and purpose of Budget; Types of Budget; Production, Production cost, Sales, Purchase, Cash; Fixed and Flexible Budgets; Zero Based Budgeting; Budgetary Control and Reporting.	M N Arora and Madegowda	Classroom Teaching, Case Study/Assignment
Module 5		6 Hours
Short Run Decision Analysis		
Introduction; Analytical Framework; Decision		Classroom

Situations: Sales volumes relations, Sell Now or Process Further, Make or Buy, Operate or Shut Down Decisions	Khan and Jain	Teaching, Case Study/Assignment
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RECOMMENDED BOOK:

1 Management Accounting by Khan and Jain, Tata McGraw-Hill, 7th Edition

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1 Management Accounting by Pandey I M, Vikas Publication.

2 Indian Journal of Finance

3 Management Accounting by M.N. Arora, Vikas Publications, 10th Edition.

4 Accounting for Managers by JelsyKuppapally by PHI

5 Management Accounting by Colin Drurry.

FUNDAMENTALS OF MARKETING

Subject Code:1006

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week: 4

Internal Marks: 20

Course Objective: The objective of this course is to enable students to understand the basic concepts in marketing and the emerging trends in the field of marketing.

Course Outcome: on successful completion of this course students shall be able to discuss the emerging trends in marketing and service and product mix elements.

MODULE 1		10 Hours
Fundamental concepts of Marketing		
Market – Definition, types of Markets, Market Places, Market spaces and Meta markets.	Reading Material	Pedagogy
Marketing, Marketing Management (Definition), what is marketed? Marketing Process, Marketing Management Orientations (Concepts), Holistic Marketing, Relationship Marketing, Integrated Marketing, Internal Marketing, Performance Marketing, Reverse Marketing (Demarketing) Core Concepts of Marketing, Marketing Mix, (Marketing Mix 4P’s, Modern Marketing Management 4Ps, 4Cs)		
	Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha	Discussion Quiz
MODULE 2		14 Hours
Marketing Environment and Consumer Behavior		
The Firm’s Microenvironment and Macro environment Designing the business portfolio – analyzing the current business portfolio (BCG Matrix, developing strategies for Growth & Downsizing (Ansoff’s Matrix).	Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha	Discussion Presentations
Consumer Markets – Factors influencing Consumer Behavior, The buying decision process. Types of Buying Behaviors, Participants (roles) in consumer buying process.		
Difference between Consumer Markets and Business Markets. Business Markets –Buying Situations, Participants in buying process, Stages in organizational buying process.		

MODULE 3		12 Hours
STP Strategies		
<p>Consumer Segmentation- Need for Segmentation, Basis of Segmentation. Business Market Segmentation – Basis for Segmenting Business Markets – Micro and Macro basis.</p> <p>Requirement for Effective Segmentation Market Targeting – Evaluating market segments, Selecting target market segment, socially responsible target markets.</p> <p>Differentiation – Ways of differentiation for product offering, Positioning, Choosing a right competitive advantage (How many differences to promote, which differences to promote), Selecting an overall positioning strategy.</p>	<p>Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha</p>	<p>Discussion Assignments</p>
MODULE 4		10 Hours
Marketing mix Strategy		
<p>Levels of Product, Product Classification – Consumer goods classification, Industrial Goods Classification. Product Mix – Product mix width, product line length - Line stretching, Line filling, Line modernizing, Line featuring and pruning.</p> <p>Packaging & Labeling –Use of packing as marketing tool, objectives of packaging, Labeling.</p> <p>Branding – definition of brand, branding, importance of branding</p> <p>Services marketing – additional 3Ps of marketing, characteristics of services marketing, difference between good and services marketing, New Product Development Proess.</p>	<p>Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha</p>	<p>Case Study Discussion Project</p>
MODULE 5		14 Hours
Marketing mix Strategy II		
<p>Pricing Strategies – New product pricing strategies (Market Skimming, Market Penetration), Product mix pricing strategies (Product line pricing, optional product pricing, Captive product pricing, byproduct pricing, product bundle pricing), Price adjustment strategies</p> <p>Marketing Channels –The importance of channel, push strategy, pull strategy, Channel levels – consumer channel levels, industrial channel levels, distribution strategy (Intensive, Selective, and Exclusive)</p> <p>Basics of Marketing communication mix, Product life cycles – Common product life cycle, Marketing strategies for Introduction, Growth, Maturity stage, & Decline stage.</p> <p>E- Commerce Marketing Practices (Pure Click companies, Brick & Click companies), M-Commerce Marketing Practices.</p> <p>Ethical Issues in Marketing (4P’s), Current Trends in Marketing.</p>	<p>Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha</p> <p>www.marketingtechnews.net</p> <p>www.emarketer.com</p>	<p>Presentation</p> <p>Guest Lecture</p>

Activities

1. Students to form groups and select one brand of a product. Apply the concepts discussed in each module for the chosen brand and make presentations.
2. Identify different brands of similar products and arrange them in a product line
3. Go to any showroom of your choice, identify and present the consumer profile.
4. Identify an e-retailer and study the marketing strategies adopted by it.

Recommended readings:

- 1) Marketing Management – A South Asian Perspective – 15e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, MithileshwarJha
- 2) Principles of Marketing – 13e – Pearson – Philip Kotler, Gary Armstrong, PrafullaAgnihotri, EhsanulHaque
- 3) 3. Marketing – An Introduction –6e –Pearson - Gary Armstrong, Philip Kotler
- 4) Marketing Management: Indian Context-Global Perspective, Ramaswamy and Namakumari, sixth edition, SAGE publications

Corporate Etiquettes

Subject Code:1007
Contact Hours: 30
External Marks: 40

Credits: 02
Hours/ Week: 02
Internal Marks: 10

Objectives:

1. Introduce the Students to Corporate Culture and Mannerisms

Expected Outcome:

1. The Development of a Globally accepted Personality and Professional Attitude

Module 1		10 Hours
The First Impression Skills		
Self Introduction Personal Grooming Dressing Etiquette Healthy & Hygienic Practices Courteous Phrases Banquet Etiquette	Methodology	Resources
	Presentation, Demonstration	

Module 2		10 Hours
Presentation Skills		
Communication as a Strategy Communication Symbols, Space & Rituals Professional Attitude Meeting Etiquette Reporting and Minutes of the Meeting	Discussion, Presentations	

(10 Hrs)

Module 3		10 Hours
Social Skills		
Socialization Telephone Usage E Mail Norms Social Media & Netiquette Dealing with Difficult People Essentials of Corporate Culture Cross Cultural Communication (East Vs. West)	Discussion, Projects, Demonstration	

Activities:

- Role Plays and Presentations
- Demonstration
- Quiz
- Expert Lectures
- Assignment & Projects

References:

- Business Communication – A South Asian Perspective by Lehman, Dufrene & Sinha, Cengage
- **Evaluation:**
- 3. Internal Assessment: (10 Marks)
- Assignment, Presentation, Role play, Field visit and presentation
- 4. External Assessment: (40 Marks)
- a. Project Report – 20 Marks
- b. Viva Voce - 20 Marks.
- Skills are evaluated through the mode of assessment to measure the skill level. Assessment rating are given below
- O – Outstanding (45 and above)
- A – Excellent (41 to 44)
- B – Good (31 to 40)
- C – Moderate (21 to 30)
- D – Must Improve (Less than or equal to 20)

Second Semester

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	Operation Management	2002	20	80	100	04	04
3	Corporate Finance	2003	20	80	100	04	04
4	Organizational Behavior	2004	20	80	100	04	04
5	Business Environment	2005	20	80	100	04	04
6	ICT Skills	2006	10	40	50	02	02
7	Entrepreneurship Development and Project Management (OEC)		20	80	100	04	04
	TOTAL						26

BUSINESS RESEARCH METHODS

Subject Code:2001
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 04
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		
<p>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.</p> <p>Research Design</p> <p>Identification of problem, statement of problem, process of problem definition, Research Design - Exploratory, Descriptive, & Causal research.</p> <p>Exploratory research - Meaning, suitability categories of exploratory design – Experience surveys, secondary data analysis, case studies, pilot studies, and qualitative techniques</p> <p>Descriptive research: Meaning, types of descriptive studies, data collection methods.</p> <p>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</p>	<p>Reading Material</p> <p>1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E.</p> <p>2. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E</p>	<p>Pedagogy</p> <p>Discussion and Quiz</p>

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	1. Donald Cooper & Pamela Schindler, 2. C. R. Kothari,	Discussion and Case Study
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.	1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E. 2. C. R. Kothari,	Discussion and Assignments on different scales used in marketing field
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	1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9E. 2. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E	Discussion and Minor Report on Consumer Satisfaction Survey
Module --5		16 Hours
Data Analysis and Reporting		
Stages of data analysis – Processing, analyzing and	1. Donald Cooper	

<p>interpretation</p> <p>Processing of data - editing, coding, tabulation, cross tabulation</p> <p>Hypothesis – null and alternate hypothesis, type I and Type II errors</p> <p>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)</p> <p>Chi- Square test for Goodness of Fit, and test of Independence (Theory + Problems).</p> <p>Sign Test, Fisher-Irwin Test, Wilcoxon Matched Pair Test (Theory Only).</p> <p>Interpretation of data analysis – meaning, techniques and precautions in interpretations</p> <p>Reporting - Oral, and Written Reports, Components of Research Report</p> <p>Introduction to SPSS</p>	<p>& Pamela Schindler, Business Research Methods, TMGH, 9E.</p> <p>2. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E</p>	
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Activities

1. A Live Project on Business Research.

Recommended Reading

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. Sachadeva, Business Research Methodology, Himalaya Publication

OPERATIONS MANAGEMENT

Subject Code:2002
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
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
<p>Operations Management- An Overview</p> <p>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</p> <p>Recent trends in OM: Technological changes in OM (CAD, CAM, FMS, CIM, Robotics), Evolution and impact on management</p> <p>Production Planning and Control</p> <p>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)</p>	Reading Material	Pedegogy
	<p>Production & Operations Management- 5th Edition K. Aswthappa, Shridhar Bhat</p>	<p>Caselets</p>
Module --2		10 hours
Location Strategy		
<p>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</p> <p>Layout Strategy</p>	<p>Production & Operations Management- 5th Edition K. Aswthappa,</p>	<p>Caselets</p>

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	Shridhar Bhat	
Module --3		18 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) Operations Scheduling Techniques Forms of scheduling, basic scheduling problems- n jobs with m machines (Concept) Numericals restricted to n jobs with 2 m/cs & 3m/cs , Product sequencing (Exercises on Johnson's rule of sequencing) Work study, Method study, Work Measurement, Work sampling	Production & Operations Management- 5 th Edition K. Aswthappa, Shridhar Bhat	Caselets
Module --4		09 Hours
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(X, R, n, p, c, np)(numerical expected for control charts)	Production & Operations Management- 5 th Edition K. Aswthappa, Shridhar Bhat	Caselet
Module --5		08 hours
Basics of World class manufacturing (WCM) Philosophy		
Evolution of WCM, The principles of WCM, The	Production &	

practices of WCM, World- class practices in the factory, Quality in WCM, Lean manufacturing &Toyota Production Systems (TPS)	Operations Management- 5 th Edition K. Aswthappa, Shridhar Bhat	
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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

CORPORATE FINANCE

Subject Code:2003
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Course Objectives:

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

Expected Outcome:

1. The students are expected to excel in the areas of financial decision making.

Module 1		12 Hours
Corporate Finance and Cost of Capital		
Introduction, Major Financial Decisions, Sources of Finance, Role of CFO/Finance Manager, Cost of Capital -Introduction, Cost of Debt, Cost of Preference, Cost of Equity: Internal and External Equity, CAPM, Dividend Growth Model, 2- Stage and H- model, WACC, Marginal Cost of Capital, Flootation cost.	Reading Material	Pedagogy
	Khan and Jain & I M Pandey	Classroom Teaching
Module 2		12 Hours
Capital Structure and Leverage		
Capital structure – Concept; Theories of capital Structure; NI, NOI, Traditional, Modigliani and Miller, Merton and Miller Theories. Agency Problem, Financial Information Asymmetry, Financial signalling. Financial Distress, Bankruptcy Cost theory, Pecking Order Theory, Free Cash Flow Theory, Impact of changes in Capital Structure. Leverage – Concept, Types – Operating, Financial, Combined, Degrees of leverage, EBIT – EPS analysis, Usage of leverage concept in optimising firm’s revenue.	Khan and Jain & I M Pandey	Classroom Teaching, Project on Capital Structure
Module 3		12 Hours
Capital Budgeting		
Concept, Time value of money, capital budgeting process, kinds of projects, techniques of capital budgeting- NDCF & DCF, Modified IRR, Risk analysis in Capital budgeting – Sensitivity analysis, Incremental IRR, EVA, Decision Tree analysis, Capital rationing	Prasanna Chandra, Khan and Jain & I M Pandey	Classroom Teaching, Field Work on Capital Budgeting

Module 4		12 Hours
Dividend Policy Decision		
Concept; Types of Dividend; Dividend Policy; Dividend Theories- Gordon Model, Walter's Model, M-M Model, Tax Treatment of Dividend, Bonus Shares, Stock split and its impact, Buy back of shares, ESOP	Prasanna Chandra, Khan and Jain & I M Pandey	Classroom Teaching, Group Assignment on Study of Dividend Policies of Indian Companies
Module 5		12 Hours
Working Capital Management		
Concept; Determinants; WC Estimation; Cash Management. Techniques; Receivable Management. : Optimum Credit Policy, Monitoring Receivables; Exercises; Inventory Management. – Concept, Exercise	Prasanna Chandra, Khan and Jain & I M Pandey	Classroom Teaching, Mini Project on Working Capital Estimation

RECOMMENDED BOOK:

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

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

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

ORGANIZATIONAL BEHAVIOUR

Subject Code:2004
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Objectives: -

1. To facilitate the student to understand fundamentals of organization behaviour.
2. To understand the dynamics of organization and how to manage individual and group behaviour.
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.

Module 1		10 Hours
Introduction to Organizational Behaviour		
Organizational Behaviour- Definition, importance, Need, Challenges and Opportunities of Organizational Behaviour; Disciplines that contributing to OB, Models of OB. Autocratic Model, Custodial Model, Supportive Model, Collegial Model, System Model.	Reading Material	Pedagogy/Activity
	Fred Luthans, Organizational Behavior, McGraw Hill,	Lecture and videos to enhance conceptual clarity
Module 2		10 Hours
Individual level behavioral variables 1– (Personality, Perception, Values, Attitudes)		
Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others, Attribution theory, errors of perception. Attitude: Meaning, Components of Attitude, Job	Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education	Any personality tests , case studies

Attitudes. Value: Meaning, Types of values, formation of values.	Infinite Vision – Story of Dr.V. Aravind eye care video	Interaction with speakers especially those who have faced challenges and failures
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Module 3		15 Hours
Individual level behavioral variables – 2: Learning, Emotions and Motivation		
Introduction, Learning and its Applications in Organizations. Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on EI Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization	Organizational Behaviour – by Stephen Robbins, Timothy Judge and SeemaSanghi, Pearson	Videos on learning especially conditioning and reinforcement

Module 4		10 Hours
Group level behavior- Group Dynamics & Culture		
Concept of Groups, Stages of Group Formation and Group Process, why people join groups, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations Introduction, Definition and Overview of a Team, Characteristics of an Effective Team, Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team <i>Culture and Change:</i> Introduction, Concept of Culture, Fundaments of Culture,	Organizational Behaviour – by Stephen Robbins, Timothy Judge and SeemaSanghi, Pearson	Group activities on decision making , group discussions Team building outbound activities

Module 5		10 Hours
Group level behavior(Leadership):		
Introduction, Overview of Leadership, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories Role of Leadership in Contemporary Business,		Make presentations of various leaders

Recommended Books:

TEXT BOOKS

- Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education
- Fred Luthans, Organizational Behavior, McGraw Hill
- Introduction to Organizational Behaviour (English, Paperback, Edward Rose, Edited By Michael Butler)

- Organizational Behaviour by K.Ashwathappa

REFERENCES

- Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley
- UdaiPareek, Understanding Organizational Behaviour, 2nd Edition, Oxford Higher Education,
- Organizational Behaviour – by Stephen Robbins, Timothy Judge and SeemaSanghi, Pearson
-

SUGGESTED PRACTICAL COMPONENT: -

- Students can profile leaders from various walks of life and identify how they manage people. They can also identify leadership styles.
- Group Exercises – like broken squares.
- 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.

Business Environment

Subject Code:2005
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Objectives:

1. Enable an understanding of the Dynamic nature of Global Business Environment and methods of decision making

Expected Outcome:

1. An Understanding of the Ease of Doing Business in India and across the World

Module 1		10 Hours
Introduction and an Overview of Global Environment		
	Pedagogy	Reading Material
Meaning and Dimensions of Environment Classification of Environment (Micro/Ext/ Etc) Environmental Scanning (STEEP / PESTEL) Polity – Systems & Governance Economic – Systems & Development Social – Structure, Institutions & Issues Technological – The Digital Era (AI, IoT, etc) Environmental – Issues, UNCCC, etc. Legal – Forms and Features of Legal systems UNDP’s HDI – Concept and Ranking (Rev.)	Discussions, Presentations, Quiz	International Business Management by Hill & Jain, TMH International Business Environment & Management – Bhalla & Shivaramu, Anmol P

Module 2		10 Hours
Emerging Global Economic Order		
WTO – Organization & Objectives WTO & India: An Evaluation (Agri, IPR, etc) Regional Economic Integration: Types Trade Blocs: EU, NAFTA, ASEAN, SAPTA BRICS: Importance and Achievements Emergence of Africa (Relations with India) Understanding India – China Equations Introduction to Geo Politics / WEF	Discussions, Presentations, Assignments	Indian Economy by Dutt & Sundaram Essentials of Business Environment by K. Ashwathappa -

Module 3		10 Hours
Managing the Dynamic Business Environment		
Globalization – Meaning & Objectives The Globalization Debate: Merits & Demerits Stages of Globalization (DC, INC, MNC, TNC) Modes of Entry in Global Markets Emerging Corporate Structures Bus. Environment Evaluation Matrix (Specific) Ease of Doing Business Index Cases of Global Integration (Success/Failure)	Discussions, Presentations, Projects	International Business Management by Hill & Jain, TMH

Module 4		12 Hours
The Changing Profile of Indian Economy		
Profile of India (Key indicators) Features of Indian Economy GDP: Growth & Sectoral Contribution Demography & the Dividend Agricultural Challenges & Policy Industrial Policy (Top 10 wrt to R & Empl) EXIM Policy (Volume, Value and Direction) Monetary Policy – M & O /Cr. Control/IBC Fiscal Policy – M & O/ Deficit Financing Strategies for an Emerging India (JAM, etc) Understanding Budget/ Economic Survey	Discussions, Presentations, Quiz	Business Environment: Text and Cases by Justin Paul, 2 nd Edition, TMH Economic Environment of Business by Misra & Puri, HPH

Module 5		08 Hours
Legal Environment of Business		
Forms of Business Organization (Classification) Salient Features & Importance of: Indian Contract Act 1872, COPRA 1986, Indian Partnership Act 1932, LLP Act 2009, Competition Act 2002, IBC 2016, CA 2013 – Nature, Kinds & Incorporation of Co. NCLT: Objectives and Functions	Discussions, Guest Lecture, Study Material	Business Law by Avtar Singh

Activities:

- Current News Analysis
- Project on Disparity in the Regional Economic / Industrial Development
- Presentations on Industrial Development Institutions, DIC, KSSIDC, etc.

Essential Reading:

- Indian Economy by Dutt & Sundaram
- International Business Environment & Management – Bhalla & Shivaramu, Anmol P
- Business Environment: Text and Cases by Justin Paul, 2nd Edition, TMH
- Economic Environment of Business by Misra & Puri, HPH

Reference Books:

- Business Environment by Francis Cherunilam
- International Business Management by Hill & Jain, TMH
- Business Law by Avtar Singh
- Essentials of Business Environment by K. Ashwathappa
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ICT SKILLS

Subject Code:2006
Contact Hours: 30
External Marks: 40

Credits: 02
Hours/ Week: 2
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:

The students to understand the use and application of technology

Module I: Microsoft Word	10 Hours
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 2 Microsoft Excel	10 Hours
<p>Introduction: Organization of this Training Guide, Uses of Excel, New Functions and Features in Excel 2007/ 2010/ 2016/ 2019</p> <p>Getting Started with Excel: Opening a Blank or New Workbook, General Organization</p> <p>Highlights and Main Functions: Home, Insert, Page Layout, Formulas, Data, Review, View, Add-Ins</p> <p>Conditional Formatting : Once defined, it will automatically change color of values e.g. up or down, high or low, pass or fail, profit or loss etc.</p> <p>Creating and Using Templates, Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special</p> <p>Basic Formulae and Use of Functions</p> <p>Filters, Queries & Data Sorting : Sort data based on your choice e.g. like North, East, West, South rather than alphabetically, Ascending and Descending</p> <p>Formula Writing & Executing : Financial, Logical, Text, Day and Time,</p> <p>Mathematical functions - Sum, Average, Count, Minimum, Maximum, Concatenate, Count, Count, CountIf, Day, Today, Even, Odd, IsBlank, Left, Len, Lower, Upper, Proper, Now, , Right, Left, Round, etc.</p> <p>If, If And, If Or, Greater than, Less than commands : Produce different set of results based on slabs, conditions.</p> <p>Data Analysis Using Charts and Graphs</p> <p>Managing, Inserting, and Copying Worksheets</p> <p>Securing the Excel Document (Protect Cells and Workbook, restricting permission)</p> <p>Advanced Data Analysis using PivotTables and Pivot Charts</p> <p>Solve examples on V Look up, H look up.</p> <p>Sheet linking (jus show how to link two different excel sheet for the same data)</p>	
Module 3 Presentation & E Technologies	10 Hours
<p>Basics of MS PowerPoint</p> <p>Introduction to Internet</p> <p>Creating an E-mail Account</p> <p>Search Engine</p> <p>Surfing WebPages</p>	

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, Vlookup, Pivot Table and Pivot chart etc.

Evaluation:

1. Internal Assessment: (10 Marks)

Assignment, Presentation, Role play, Field visit and presentation

2. External Assessment: (40 Marks)

- a. Project Report – 20 Marks
- b. Viva Voce - 20 Marks.

Skills are evaluated through the mode of assessment to measure the skill level. Assessment rating are given below

O – Outstanding (45 and above)

A – Excellent (41 to 44)

B – Good (31 to 40)

C – Moderate (21 to 30)

D – Must Improve (Less than or equal to 20)

Entrepreneurship Development and Project Management (OEC)

Credits: 04

Contact Hours: 60

Hours/ Week:04

External Marks: 80

Internal Marks: 20

Objectives:

1. To understand the role of entrepreneurship in socio-economic transformation.
2. To introduce the students to the project planning & analysis & help them to analyze project feasibility.

Expected Outcomes: To be able write a Business Plan & Detailed Project Report (DPR)

Detailed Syllabus	Suggested Readings	Duration
Module 1 Introduction to Entrepreneurship		15 Hours
Concept and Evolution of Entrepreneurship, Role and Importance of Entrepreneurship in economic development, Entrepreneurship as a Career, Entrepreneurial Competencies, Types of Entrepreneurs, Factors affecting Entrepreneurship Development, Entrepreneurial Environment (Global and Domestic), Effectual Entrepreneurship and EDP	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	
Module 2 Establishing a Venture		
10 Hours		
Business Idea and Opportunity, SWOT analysis, Idea Generation and Idea Lab, Identification of Business Opportunity and Business Opportunities in India, Design thinking and Business model canvas, Steps in setting up and Enterprise	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	
Module 3 Project Planning, Analysis & Selection		15
Hours		
Project life cycle, classification of project, capital Investments, phases of capital budgeting, facets of project analysis: market analysis, technical analysis, financial analysis, economic & ecological analysis. Project feasibility study.	Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.	
Module 4. Project Financing, Implementation & Review		10
Hours		
Women Entrepreneurship overview	Prasanna Chandra, Projects: Planning, Analysis, Selection,	

	Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.	
Module 5 Institutional Support for Entrepreneurship Development		10
Hours		
State Level and Central Level Institutions like: DIC, TCO, SIDBI, IDBI, CEDOC, Standup India, Startup India, Make In India, EDII, Financial institutions, Discussion on Successful, failed. Sickness in enterprises, Turnaround Entrepreneurial Venture, Financing of Projects, Debt, Angel, Mudra, Venture capital and Private equity overview.	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	

Essential Reading:

1. Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.
2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.

Suggested Reading:

1. Robert Hisrich, et.al., Entrepreneurship- 9/e Mc Graw Hill Education, 2014
2. R Panneerselvam & P Senthilkumar, Project Management, Eastern Economy Edition, PHI, 2009
3. S Choudhury, Project Management, TMH, 2008.

Third Semester

MBA III SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit	
1	Strategic Management	3001	20	80	100	04	04	
2	Total Quality Management	3002	20	80	100	04	04	
3	Employability skills	3003	10	40	50	02	02	
4	Specialization Subjects	A student has to choose papers which accumulates to 12 credits of specialization subject						12
5	Soft Skills for Employability (OEC)		20	80	100	04	04	
6	Internship Project	To be taken up after the Third semester final examination for 60 days						04
	Total						30	

Strategic Management

Subject Code:3001
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Course Objective:

1. The objective of this course is to enable students to examine strategic management process and provide in depth understanding of external and internal factors for strategic formulation and choice.

Course Outcomes:

1. On successful completion of this course students shall be able to apply the knowledge gained in analyzing the competitive situation and strategic dilemma in dealing with dynamic global business environment.

Module 1	10 Hours	
Introduction to Strategic Management		
Definition, Meaning and scope, Nature and significance, Strategy (Tactics, Strategy v/s Programmes. Procedure & Rules). Levels of strategy. Mintzberg’s 5Ps for strategy (Plan, Pattern, Ploy, Position & Perspective) The basic model of Strategic Management Process. Strategic decision making (Mintzberg’s Modes of strategic decision making – Entrepreneurial mode, adaptive mode, planning mode, logical instrumentalism) Strategic fit. Strategy formulation – strategic intent, vision, core values & purpose, mission, business definition, objectives and goals, policies.	Reading Material	Pedagogy
	Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – Charles Hill & Gareth Jones Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger	Discussion Case Study Quiz

Module 2		14 Hours
Strategic Analysis		
<p>Environmental Analysis – Defining an Industry (Industry & Sector, Industry & Market Segments, changing Industry boundaries). Porter’s Five Forces Model.</p> <p>Industry Life Cycle Analysis. PESTEL framework.</p> <p>Internal Analysis – Types of resources, Critical success factor (CSF), Porter’s value chain framework, VRIO framework, SWOT analysis, Benchmarking.</p> <p>Business Portfolio Analysis –BCG vs GE, GE nine Cell Matrix, Concept of synergy (Leveraging core competencies)</p>	<p>Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – Charles Hill & Gareth Jones</p> <p>Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger</p>	<p>Presentation Discussion</p>
Module 3		12 Hours
Business Strategies		
<p>Generic Competitive Strategies – Low cost, Differentiation, Focused Strategies.</p> <p>Strategic alternatives - Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures, Outsourcing</p> <p>Grand Strategies – Stability, Growth, Retrenchment and combination Strategy</p> <p>Long term Objectives - Qualities of Long term objectives. Concentrated growth, Market development & Product development. Innovation, Integration (Horizontal & vertical), Diversification (Concentric & Conglomerate), Restructuring and turnaround.</p>	<p>Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – Charles Hill & Gareth Jones</p> <p>Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger</p>	<p>Assignment Minor Report Case Study</p>
Module 4		10 Hours
Implementation and Evaluation of Strategy		
<p>Mckinsey’s 7S framework. (Outsourcing, towards boundary less structures, learning organizations)</p> <p>Organization culture for implementing strategy- shaping organization culture, role of a leader in organizational culture, Manage strategy – culture relationship, Challenges in strategy implementation</p> <p>Performance standards, establishing strategic controls, Strategic control Process,</p>	<p>Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – Charles Hill & Gareth Jones</p> <p>Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger</p>	<p>Discussion Presentation Guest Lecture</p>

Module 5	10 Hours	
Strategies for 21st Century		
<p>Blue Ocean Strategy –Meaning, Red ocean v/s blue ocean, Introduction to six principles of Blue ocean strategy, Four actions Framework (Reduce, Eliminate, Create, & Raise)</p> <p>Co-Creation – Meaning, changing the role of the customer, consumer- company interaction Traditional frame of reference for value creation v/s The new frame of reference for value creation. Introduction to building blocks of co-creation experience (D-dialogue, A- access, R- risk assessment, & T- transparency).</p> <p>The Fortune at The Bottom of the Pyramid- An Introduction – Who & What is Bottom of the Pyramid, Bottom of the Pyramid as Business Opportunity, Developing Products & Services for BoP, Twelve Principles of Innovation for BoP</p>	<p>Blue Ocean Strategy – Harvard Business Review – W. Chan Kim & Renee Mauborgne</p> <p>Future of competition – Co-creating Unique Value with Customers – HBS Press – C.K. Prahalad & Venkat Ramaswamy.</p> <p>The Fortune at the Bottom of the Pyramid – 2014 – Pearson - C.K. Pralhad</p>	<p>Discussion Case Study</p>

Activities

1. Presentation on legendary CEO's (Jack Welch, Akio Morita, S.R. Rao, Ratan Tata, Kumarmangalam Birla, Sunil Bharati Mittal, Laxmi Niwas Mittal, Sachin Bansal etc)
2. Identify a firm of your choice and assess the role of leadership in influencing the success of the firm.

Recommended Reading

1. Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – Charles Hill & Gareth Jones
2. Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger
3. Blue Ocean Strategy – Harvard Business Review – W. Chan Kim & Renee Mauborgne
4. Future of competition –Co-creating Unique Value with Customers – HBS Press – C.K. Prahalad & Venkat Ramaswamy.
5. The Fortune at the Bottom of the Pyramid – 2014 – Pearson - C.K. Pralhad
6. Strategic management –Robinson
7. Strategic Management- Prasannachandra

8. Strategy: Theory and Practice, Stewart Clegg, Chris Carter, Martin Kornberger and Jochen Schweitzer, SAGE publications.

Suggested Reading:

1. Strategic Management – biztantra – John Parnell
2. Strategic Management – South Western Cengage Learning – Robert A. Pitts David Lei
3. Strategic Management – 6e – Robert M. Grant
4. Strategic Management – Thomson – Hitt, Ireland & Hoskisson
5. Strategic Management (formulation, implementation & control) – 12e – McGraw Hill Education – John A. Pearce, Richard B. Robinson, Amita Mital
6. Reverse Innovation – Brilliance Corp - Vijay Govindrajan
7. Reimagine - DK ADULT – Tom Peters
8. Managing the Radical Change – Penguin India – Sumnatra Ghoshal, Gita Piramal, Christopher Bartlett

TOTAL QUALITY MANAGEMENT

Subject Code:3002
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Objectives:

1. To introduce the students to the basic concepts of total quality management
2. To understand the focus of TQM for all Business sectors.

Expected Outcome:

1. To gain a deeper understanding of the use of TQM tools and techniques in improving quality in organization.

Module 1 Introduction		12 hours
	Reading material	
Quality concepts, Importance of quality, Paradigms of quality, Dimensions for product and service quality, Cost of quality (numerical problems), TQMEX model, Strategic quality management, Quality gurus - Deming, Juran, Crosby, Taguchi, Masaaki Imai, Kaoru Ishikawa. Quality standards - BIS, Deming award, European quality award, Malcolm Baldrige National quality award.	Total Quality Management – 3e, Charantimath	
Module 2 TQM Tools and Techniques		12 hours
Seven Quality Tools, Kaizen, 5-S, Quality circles, quality function deployment, House of Quality Essence of Benchmarking, Process of Benchmarking, types of Benchmarking, advantages and limitations of benchmarking, Introduction to BPR	James R Evans, Williams M Lindsay, The Management and Control of Quality, Thomson, South-West, 2004	
Module 3 Quality Management System		12 hours
Introduction, Need for Quality Management System, Requirements of ISO 9001:2015, Documentation, Benefits of ISO certification, Management System Audit, Standard for managing audit, ISO 19011:2011, Certification bodies	Total Quality Management – 3e, Charantimath	
Module 4		12 hours
Six-sigma (numerical problems)	Production & Operations	

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)	Management- 5 th Edition K. Aswthappa, Shridhar Bhat	
Module 5		12 hours
Project scheduling techniques – Network construction, PERT & CPM (numerical) Differences between CPM and PERT	Operations Research – 4 th Edition S Kalavathy	

Activity:

1. **Cost of Quality:** Divide the class into small groups. Visit a local enterprise and find out the costs associated with the poor quality. Prepare a brief report not exceeding four pages (A4 size) and submit.
2. List the Indian companies, who are the recipient of Deming award.
3. **Kaizen Project:** In a small teams, identify a problem affecting your organization and develop cause-and effect diagrams for area chosen for improvement. Present interclass competition and reward the winners. For example: (a) Improving exam grades. (b) Absenteeism in the class. (c) Improving placement records (d) Improving parking facility on the campus (e) Work place improvement
4. Select a firm and list three or four key success factors for that industry. Which firm (s) in your opinion, would be appropriate to benchmark? And why?
5. Prepare a list providing the names and addresses of QMS certification bodies operating in India.

Recommended Reading Essential Reading:

1. Charantimath Poornima, Total Quality Management-3/e, Pearson Education, 2017.
2. James R Evans, William M Lindsay, The Management and Control of Quality, Thomson Learning, 2005
3. Operations Research – 4th Edition S Kalavathy

Suggested Reading:

1. Janakiraman B and Gopal R K, “Total Quality Management – Text and Cases”, Prentice Hall (India)Pvt. Ltd., 2006
2. J M Juran and F M Gryna, Quality Planning and analysis New Delhi: TMH 1993.
3. Production and operations management – Ashwathapa
4. Statistical Techniques – S. P. Gupta
5. Total Quality Management – Dale H Besterfield, Carol . Besterfiled

Employability Skills

Subject Code:3003
Contact Hours: 30
External Marks: 40

Credits: 02
Hours/ Week: 2
Internal Marks: 10

Objectives:

1. To introduce the concept of career planning, & appraising the students about recruitment & selection process.
2. To prepare students to face and qualify for entrepreneurship & employment

Expected Outcome:

1. The students will be equipped to take decisions relating to employment or entrepreneurship.

Module 1 Career Planning & Aptitude Test	10 hours
Interest profiling, career options (entrepreneurship & employment) and progression, recruitment process. Data interpretation, quantitative aptitude, general awareness, Test of reasoning, fundamental concepts of management and strategy.	
Module 2 Resume Writing	10 hours
Types of resume, objective, defending resume, common errors, Networking and reference seeking from corporate world, Social Networking profile (Big data analysis)	
Module 3 Group Discussion & Personal Interview	10 hours
Meaning, objectives, taking initiative, making a point, making impact, coordinating with the group, opinion formation, summarizing. Personal Interview - Meaning, types and objectives, dress code, basic mannerism and etiquettes, understanding self and job profile. MCQs (HR, Marketing, finance & strategic management etc)	

Activities:

1. List out the industries and sectors where you would like to work along with the positions currently available.
2. Build a bank of job openings in the sector of your choice.
3. Write your Resume in at least 2 different formats and choose the best suited for you.
4. Form groups of 8 students each and conduct Group Discussions on given Topics

5. Prepare the profiles of your role models and identify their characteristics that you relate with.
6. Interview your peers for a given company and record the observations.
7. Conduct Aptitude tests.
8. Write a class newsletter detailing the activities, achievements and learning from each.
9. Visit industries to understand what they look at in a potential candidate or invite guests for lectures.

Evaluation:

- 1) Internal Assessment: (10 Marks)

Resume, Mock Interview, GD and Aptitude test

- 2) External Assessment: (40 Marks)
 - i. Aptitude Tests – 20 Marks
 - ii. Group Discussion - 20 Marks.

SOFT SKILLS FOR EMPLOYABILITY (OEC)

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Module I: Personal Skills

10 hours

Self Introduction, Grooming standards and dressing, health and hygiene, courteous phrases, banquet etiquettes

Module II: Corporate Etiquettes

10 hours

Communication Skills – Oral and Written, understanding symbols, corporate etiquettes, Meeting etiquettes – Reporting and Minutes of the meeting

Module III: Social Skills

10 hours

Socialization, Telephone etiquettes, Email etiquettes, SMS etiquettes, Net-etiquettes, Dealing with difficult people. Interest profiling, career options (entrepreneurship & Employment) and progression, recruitment process. Data interpretation, quantitative aptitude, general awareness, Test of reasoning, Fundamental concepts of Management and strategy.

Module IV: Resume writing

10 hours

Types of resume, objective, defending resume, common errors, Networking and reference seeking from corporate world, Social Networking profile (Big data analysis)

Module V: Group Discussion & Personal Interview

10 hours

Meaning, objectives, taking initiative, making a point, making impact, coordinating with the group, opinion formation, summarizing. Personal Interview – meaning, types and objectives, dress code, basic mannerism and etiquettes, understanding self and job profile. MCQs (HR, Marketing, finance and strategic management etc)

FINANCE SPECIALISATION

FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Banking Management	3004	20	80	100	04	04
2	Derivatives Markets	3005	20	80	100	04	04
3	Financial Markets & Institutions	3006	20	80	100	04	04
4	Foreign Exchange Market	3007	20	80	100	04	04
5	Investment Analysis & Portfolio Management	3008	20	80	100	04	04
6	Direct Taxes and GST	3009	20	80	100	04	04

BANKING MANAGEMENT

Subject Code:3004
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

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

COURSE OBJECTIVES:

1. To Know the basics of the Banking in India.
2. To Understand the functioning of Bankers related to management of lending, risk and operations of bank.
3. To Know the regulatory environment in which the Bankers operates in India.

EXPECTED OUTCOME:

1.Students are expected to imbibe basic banking concepts necessary for entry level bank jobs thereby making them well placed to perform effectively in the market. The paper offers career opportunities in the niche areas of Banking.

Module 1	12 Hours	
Introduction to Banking		
Definition of banks; Evolution of Commercial Banks in India; Functions of Commercial Banks; Banking Structure in India; Role of Reserve Bank of India vis-à-vis Commercial Banks; Introduction to Bank Deposits; Types of Deposit Accounts, Current Deposits, Savings Bank Deposits, Term Deposits, Common Guidelines of Opening and Operating Deposit Accounts; Non Resident Ordinary Accounts (NRO), Non-Resident (External) Rupee Accounts, Foreign Currency Non Resident Account Banks insured by the DICGC, Hybrid Deposits / Flexi Deposits Cash Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo and Reverse Repo, Open Market Operations	Reading Material	Pedagogy
	Guide to JAIIB- Principles and Practice of Banking by N S Toor, Skylark Publications	Classroom Teaching, Guest Talk by a Banker

Module 2		12 Hours
Basics of Bank Lending		
Principles of Lending and Loan policy; Compliance with RBI guidelines; Basics of Loan Appraisal, Credit decision-making and Review; Types of Advances; Management of Non-Performing Assets; Security Creation: Pledge; Hypothecation; Mortgage(types) NPA and Securitization Credit Risks – Concept; Types; Credit Assessment; Credit Rating System – Tools; Designing and Monitoring; Credit Risk Management – Concept; Tools; Credit Risk Disclosure Bank - Customer Relationship	Guide to JAIB- Principles and Practice of Banking by N S Toor, Skylark Publications	Classroom Teaching, Assignment on Lending Practices of Commercial Banks
Module 3		12 Hours
Liquidity and Treasury Management		
Liquidity Risk – Concept; Types;, Policy; Guidelines for Liquidity; Liquidity Sources – Optimal Level of Liquidity; Measurement Tools; Improving Liquidity Treasury Management - Treasury functions; TM Tools – Balance Sheet Mgt.; Asset and Liability Mgt.; Treasury Mgt. Regulations	Guide to JAIB- Principles and Practice of Banking by N S Toor, Skylark Publications	Classroom Teaching, Guest Lecture by Treasury Dealer
Module 4		12 Hours
Technology in Banks		
ATMs; HWAK; PIN; Electromagnetic Cards; Electronic Banking; Signature Storage & Retrieval System; CTS; Note & Coin Counting Machines; Microfiche; NPC; RUPAY Payment and Settlement Systems – NEFT; RTGS; CHIPS/CHAPS; SWIFT; EFT-POS; Cheque Truncation / E- Cheques; New Age Clearing & Payment Gateways Evolving trends in modern banking	Guide to JAIB- Principles and Practice of Banking by N S Toor, Skylark Publications	Article Review from Indian Banker, Assignment and Presentations
Module 5		12 Hours

Regulatory & Legal Framework		
Overview; Banking Companies Act 1970; RBI Act 1934; Banking Regulation Act 1949; Narsimhan Committee Report; Tandon Committee Report; BASEL Committee Report; SARFAESI Act; Banking Ombudsman Scheme, Indian Contract Act, 1872; Negotiable Instruments Act, 1881 Anti-Money Laundering and Know Your Customer; Final Accounts of Banking Companies	Guide to JAIIB- Principles and Practice of Banking by N S Toor, Skylark Publications	Classroom Teaching, Presentations and Guest Talk

RECOMMENDED BOOKS:

1. Principles and Practice of Banking, IIBF, Macmillan Publications
2. Treasury Management, IIBF, Macmillan
3. General bank Management, IIBF, Macmillan
4. Risk Management, IIBF, Macmillan
5. NCFM and NISM Study Material on Banking Module

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Guide to JAIIB- Principles and Practice of Banking by N S Toor, Skylark Publications
2. Introduction to Banking by Vijayaragavan Iyengar, Excel books
3. Basics of Banking & Finance by O P Agrawal & K M Bhattacharya, Himalaya Publishing House.
4. Banking Theory & Practice, K. C. Shekhar & Lekshmy Shekhar, Vikas Publishing House
5. Banking Theory and Practice by Dr. P. K. Srivastava, Himalaya Publishing House
6. Banking Law and Practice by Varshney P N, Sultan Chand & Sons
7. Tannan's Banking Law and Practice in India.
8. Banking Principles and Operations by M N Gopinath, Snowwhite Publications Pvt Ltd.
9. Advanced Bank Management, IIBf, Macmillan
10. Bank Financial Management, IIBF, Macmillan.
11. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson
12. Modern Banking: Theory and Practice by Muraleedharan, PHI publishing

WEBSITE: www.rbi.org.in

DERIVATIVES MARKET

Subject Code:3005
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

This course is designed for students who wish to begin a career in the Derivatives Market

COURSE OBJECTIVES:

1. Enable a better understanding of various derivatives products available in derivativesmarkets
2. Understand the various trading strategies that can be built using futures and options.
3. To provide an understanding of pricing FinancialDerivatives

EXPECTED OUTCOME:

1.The course will help students to equip themselves with better understanding of various derivatives products available in derivatives markets, regulations and risks associated with the products and the exchange mechanisms of clearing and settlement.

Module 1		10 Hours
Introduction to Derivatives		
Derivatives Concept; Types; Market Players. Derivative Market in India; Reform and Development	Reading Material	Pedagogy
	Option and Futures by John C. Hull	Class room discussion, Assignments
Module 2		14 Hours
Forward and Futures Contracts		
Forward Contracts – Concept; Types; Forward Rates; Forward Rate Agreements (FRA); Forward Markets Future Contract –Concept; Types; Participants, Marking to Market; Market Quotes Futures Pricing; Pricing by Arbitrage; Futures & Spot Price (cost of carry and reverse cost of carry) Trading, Clearing and Settlement; Future Trading & Hedging Strategies Index Futures; Trading an Index Futures; SEBI Guidelines	Option and Futures by John C. Hull Financial Derivatives by S.L Gupta, PHI Learning	Class room discussion Numerical exercise analysis, Assignment Trading terminal demonstration
Module 3		12 Hours
Option Contract		
Concept; Types & Classification; Time Value & Risk Exposure; Marking to Market, Market Quotes Option Pricing: Black-Scholes Model & Binomial Model, Exercises Risk Analysis and Management: Option Greeks, Delta, Gamma, Vega, Theta, Rho Option Trading Strategies - Hedging & Trading Strategies Trading, Clearing & Settlement of option contracts	Option and Futures by John C. Hull Financial Derivatives by S.L Gupta, PHI Learning Derivatives and Risk Management	Class room discussion Numerical exercise analysis, Assignment Trading terminal demonstration

Index Options: Concept; Market Indicators; Put-Call Ratio, Open Interest, Roll over, SEBI Guidelines	by Rajiv Srivastava	
Module 4		12 Hours
Swaps		
Concepts; Types - Interest & Currency SWAP Designing; Exercises; Basics of CDS & ABS	Financial Derivatives by S.L Gupta, PHILearning Derivatives and Risk Management by Rajiv Srivastava	Class room discussion Numerical exercises
Module 5		12 Hours
Commodity Markets		
Indian Commodity Future Market; Reform and development Commodity Forward Contracts - Hedging risk; Commodity Futures Contracts Marking to Market, Market Quotes, Future Pricing Trading Clearing and Settlement; Future Trading & Hedging Strategies; Commodity Exchanges in India	Futures and Options by Vohra and Bagri Derivatives and Risk Management by Rajiv Srivastava	Class room discussion Numerical exercise analysis, Assignment Trading terminal demonstration

Recommended Readings: Essential Reading:

1 Option and Futures by John C. Hull, 6th Edition

Suggested Reading:

1. Futures and Options by Vohra and Bagri.
2. Financial Derivatives by S.L Gupta, PHILearning
3. Derivatives- Valuation & Risk Management by Dubofsky & Miller, Oxford University Press
4. Derivatives and Risk Management by Rajiv Srivastava, Oxford University Press.
5. NIMS Study Material

FINANCIAL MARKETS AND INSTITUTIONS

Subject Code:3006
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

The course is structured to help the students understand & make a career in Indian financial markets.

COURSE OBJECTIVES:

1. To help students to get understanding of the players and functioning of financial markets.
2. To Expose students to trading & settlement mechanism of Indian Stock Market.

EXPECTED OUTCOME:

Students will be equipped with the knowledge of dealing in financial market.

Module 1	12 Hours	
Financial Markets		
Concepts; Indian Financial System; Types of Financial Markets; Role and Need of Financial Markets; Capital Market and Economic Development; Regulatory Bodies - SEBI, Registrar of Companies; Legal Framework (Key Provisions only) - Securities Contracts (Regulation) Act, 1956, Securities and Exchange Board of India Act, 1992, SEBI (Intermediaries) Regulations, 2008, The Depositories Act 1996, Companies Act 2013; Dealer and Brokers - Code of conduct, Dealing through Brokers, Model Market Practices, overview of SEC, European Commission; European central Bank, Bank of England; Federal Reserve system.	Reading Material	Pedagogy
	Bhole, L. M. and M Y Khan	Classroom Teaching, Presentations
Module 2	12 Hours	
Primary Market		
Concepts; Methods of raising money from Indian Primary Market; Market Players - Merchant Bankers, Depository, Brokers, Bankers, Underwriter; SEBI guidelines; IPOs – Concept, Issue Process - Book Building Process; FPO; Private Placement; QIB	Bhole, L. M., M YKhan	Classroom Teaching, Article Analysis from ET

Placement; Rights Issue ;BRLM & Register to Issues.		
Module 3		12 Hours
Secondary Market		
Concepts; Membership of Stock Exchanges; Dematerialization; Rematerialisation; Rolling Settlement; Market Players; Stock Exchanges in India- BSE, NSE, OTCEI; Market Capitalization; Trading, Clearing and Settlement Mechanism; Role of NSCCL; Investor Protection Fund (IPF); Insider Trading; Unfair Trade Practices; Stock Indices- Concept, Types –BSE and NSE–Construction, SEBI’s Recent Brokers Model.	M Y Khan., NISM Study Material	Classroom Teaching, Visit to Broking House, Stock Simulation Game
Module 4		12 Hours
Indian Debt and Money Markets		
Concept; Instruments – Issuer, Market Participants; Wholesale Debt Market - Market Participants; Pricing of Issue; Face Value; Coupon Rate; Trading and Settlement System in BSE and NSE; Product and Services offered by NSE and BSE; Yield Curve; Corporate Debt; Market Reporting Platform; Retail Debt Market - Market Participants; Money Market -Concept, Instruments, Issuer, MarketParticipants, Pricing, Primary & Secondary Market	M Y Khan, Machiraju	Classroom Teaching, Presentation
Module 5		12 Hours
Specialized Financial Institutions		
SIDBI, IIFCI Ltd , IIBI , BIFR, IIFC Ltd., IRFC, PFC Ltd, EXIM Bank, NSFDC, NSTFDC, NMDFC, NHB, HDFC, KSFC.	Bhole, L. M., Machiraju	Students’ presentations

Note: Students should be encouraged and oriented towards writing NCFM and NISM Certification Examinations.

Essential reading:

1. Indian Financial System Khan, M.Y by Tata McGraw

Suggested Reading:

1. Indian Financial System by Pathak, Pearson Education.
2. Financial Markets & Services by Gordon & Natarajan,
3. Financial Institutions and Markets by Bhole, L. M., Tata McGraw Hills, New Delhi.

FOREIGN EXCHANGE MARKET

Subject Code:3007
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

The present subject aims at familiarizing the students with various aspects of foreign exchange markets. This will help them in gaining a deeper understanding of the role of foreign exchange market at macro & micro level in India.

COURSE OBJECTIVES:

1. To present conceptual framework & operational mechanism of Forex Market in India.
2. To describe foreign exchange exposure measurement and management.
3. To provide an understanding of forex risk management aspects of the MNC.

EXPECTED OUTCOME:

Student should understand the concept of forex markets, quotes and its influence on business organizations.

Module 1		12 Hours
Foreign Exchange Market		
Overview; Function and Structure of the Forex Markets; Foreign Exchange Market Participants; Types of Transactions & Settlements Dates; International Monetary System; Gold Standard; Bretton Woods System; Exchange Rate Regimes – Fixed, Floating, Dirty Float, Swift Mechanism.	Reading Material	Pedagogy
	Jeevanandam C,	Classroom Teaching
Module 2		12 Hours
Indian Foreign Exchange Markets		
Structure of Market; Transactions in the Interbank Market; Merchant Transactions; Settlement of Transactions; Foreign Exchange Rates and Quotations – Direct, Indirect, American, European, Conversion of Indirect into Direct quote; Bid-Ask Spread; Forward Quote; Premium/Discount on Forward; Conversion of Points into Outright Rates; Exchange Rate behavior-Cross Rates- -Arbitrage profit in Foreign Exchange Markets; Triangular and locational Arbitrage	Jeevanandam C,	Classroom Teaching, Guest Talk by a Forex Dealer of Bank
Module 3		12 Hours

Determination and Forecasting of Forex Rates		
Absolute & Relative Interest Rate Parity; International Fisher Effect; Law of One Price; Covered Interest Arbitrage; International Parity Conditions; Prices and Exchange Rates; Interest Rates and Exchange Rates	Jeevanandam C,	Classroom Teaching, Assignment
Module 4		12 Hours
Exchange Rate Arithmetic		
Ready Exchange Rates; Ready Rates based on Cross Rates; Forward Exchange Rates; Execution of Forward Contracts; Interbank Dealings; Exchange Management by Banks	Jeevanandam C,	Classroom Teaching, Training on NSE Screen Trading
Module 5		12 Hours
Risk Management		
Currency Derivatives; Forwards Contracts; Futures and Options on Currency; Exchange Risk Mgt.	Jeevanandam C,	Classroom Teaching, Presentations, NSE Screen Trading

RECOMMENDED BOOKS:

1. Foreign Exchange Practice Concepts & Control, Jeevanandam C, Sultan Chand &
2. The Psychology of the Foreign Exchange Market, Thomas O, John Wiley and Sons

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Introduction to Forex Trading, Mark McRae
2. International Financial Management – Apte P. G, 6/e, TMH
3. A Foreign Exchange Primer, ShaniShamah, John Wiley & Sons
4. International Financial Management – MadhuVij, Excel Books
5. Multinational Business Finance, David K. E, Arthur I. S & Michael H. M, Pearson Education.

JOURNALS: 1.Asian Economic Bulletin **WEBSITE:** RBI

2. International Business & Research Journal
3. Journal Of International Business
4. International Trade Journal

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code:3008
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

This course has been designed to acquaint the students with the conceptual framework of the key decision areas in Investment Analysis.

COURSE OBJECTIVES:

1. To create awareness about various investment avenues.
2. To provide students with a conceptual and analytical framework of evaluating investment avenue especially stock market investment.
3. To equip the students with knowledge of basic and advanced tools to be used for the purpose of investment analysis and portfolio construction.

EXPECTED OUTCOME:

Students are expected to master the art of investment decision.

Module 1		12 Hours
Investment Avenues		
Investment – Concept; Investment Avenues; Marketable Securities & Non Marketable Financial Assets - Concept, Features, Benefits, Limitations; Investment Objectives; Investment Process; Do's and Don'ts for Investors; Speculation v/s Investment; Investment Planning	Reading Material	Pedagogy
	Punithavathy Pandian	Classroom Teaching, Assignment on Investment Alternatives
Module 2		12 Hours
Measurement of Risk and Return		
Risk: Concept; Types – Systematic & Unsystematic; Measurement of Risk; Tools of Measuring Risk of Equity, Bond, Money Market Instruments, Debenture, Real Estate, Gold Investment; Exercises. Return: Concept; Investment Avenues & Return; Measurement of Return; Tools of Measuring Return of Equity, Money Market Instruments, Debenture, Mutual Fund, Real Estate, Gold Investment, Bond Valuations. Bond Yields, Yield Curve; Exercises.	Punithavathy Pandian	Classroom Teaching, Mini Project on calculation of Risk-Return, Standard Deviation, Beta and Alpha.

Module 3		12 Hours
Security Analysis		
<p>Fundamental Analysis: Concept; Components of Fundamental Analysis; Process of Fundamental Analysis - Economic Analysis, Industry and Company Analysis (Financial and Non-Financial Analysis), Exercises.</p> <p>Equity Valuation: Dividend Discount Models (Single Period, Multi Period and Constant Growth Model); Valuation through P/E ratio; P/B Ratio; Required Rate of Return on Equity; Free Cash Flow; Enterprise Value; Exercises.</p>	Punithavathy Pandian, Fischer and Jordan	Classroom Teaching, Understanding Company and Industry Analysis from ET Wealth.
Module 4		12 Hours
Technical Analysis		
<p>Concept; Theories - Dow Theory, Eliot Wave Theory, Random Walk Hypothesis; Basic Technical Analysis Tools; Advanced Technical Analysis Tools - Market Breadth, Simple Moving Average, Exponential Moving Average, MACD, Oscillators, Resistance and Support Level, ROC, RSI, etc; Exercises; Charts Analysis – Basic and Advanced Charts; Exercises.</p>	Punithavathy Pandian, Fischer and Jordan	Classroom Teaching, Assignment based on data from Moneycontrol.com
Module 5		12 hours
Portfolio Management		
<p>Portfolio Selection and Construction: Markowitz Model, Portfolio Selection; Opportunity Set; Efficient Frontier; Sharpe Single Index Model; Capital Asset Pricing Model; Arbitrage Pricing Theory.</p> <p>Portfolio Performance Evaluation: Sharpe Index Ratio; Treynor's Model; Jensen's Index Model;</p> <p>Portfolio Management Strategies: Investment objectives and Constraints; Selection of Asset Mix; Active and Passive Portfolio Management Strategy.</p> <p>Portfolio Revision</p>	Punithavathy Pandian, Fischer and Jordan	Assignment/Mini Project on Portfolio Construction and Evaluation.

RECOMMENDED BOOK:

1. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas Publication.

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Investment Analysis and Portfolio management – Prasanna Chandra, TMH.
2. Security Analysis & Portfolio Management – Fischer and Jordan, Pearson
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011
4. Security Analysis & Portfolio Management – Avadhani V. A, HPH
5. Investment Analysis & Portfolio Management– Reilly, Cengage Learning
6. Fundamentals of Investment – Alexander, Sharpe, Bailey, PHI, 2001.
7. Investments – ZviBodie, Kane, Marcus &Mohanty, TMH, 2010
8. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.
9. NCFM Investment Analysis and Portfolio Management Module
10. NCFM Fundamental Analysis Module
11. NCFM Technical Analysis Module
12. NISM-Series-X A Investment Adviser module

DIRECT TAX AND GST

Subject Code:3009
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

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

Objective:

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

Expected Outcome:

Students shall be able to compute the tax liability for various assesses and assessable value of transactions related to goods and services.

Module 1		08 Hours
Introduction to Income Tax		
Concept; Income Tax; Person; Assessee; Assessing Officer; Previous Year; Assessment Year; Income; Gross Total Income; Total Income; Basis of Charge; Rates of Taxes; Residential Status & Scope of Total Income; Income which do not form part of Total Income;	Reading Material	Pedagogy
	Dr. Girish Ahuja and Dr. Ravi Gupta,	
Module 2		20 Hours
Computations and Tax Planning		
Income from Salary; Income from House Property; Income from Business and profession; Capital Gains; Income from Other Sources; Set off and Carry Forward of Losses; Deductions from Gross Total Income; Clubbing of Income; TDS, TCS, Advance Tax; Assessment; Return of Income; E-Filing;	Dr. Girish Ahuja and Dr. Ravi Gupta,	
Module 3		12 Hours
Assessment of Individuals, Partnership firms and Companies		
Assessment of Individuals; Assessment of Partnership Firm; Assessment of Companies; Minimum Alternate	Dr. Girish Ahuja and Dr. Ravi Gupta,	

Tax; Tax Evasion and Tax Avoidance;		
Module 4		10 Hours
Concept and features of Indirect taxes		
GST Laws: An introduction including Constitutional aspects Levy and collection of CGST and IGST - Application of CGST/IGST law; Concept of supply including composite and mixed supplies, inter-state supply, intra-state supply, supplies in territorial waters;	V S Datey,	
Module 5		10 hours
Levy, Concept of time and place of supply and Computation		
Charge of tax; Exemption from tax; Composition levy - Place of supply - Time and Value of supply - Input tax credit- Computation of GST liability - Procedures under GST: Registration, tax invoice, credit and debit notes, electronic way bill.	V S Datey,	

Note: The semester's previous "Finance Act" shall be applicable to the examination. For ex: If 3rd semester begins in Aug 2019, then "Finance Act, 2018" will be applicable for the examination.

Recommended Book:

1. Professional Approach to Direct Taxes – Dr. Girish Ahuja and Dr. Ravi Gupta, Bharat Law House
2. Indirect Taxes Law and Practice - V S Datey, Taxmann Publication

Reference Books and Materials:

1. Direct Taxes – Law and Practice – Dr. Vinod Singhania, Taxmann Publications
2. Indirect Taxes – Mohd. Rafi, Bharat Law House
3. Various Bare Acts
4. Latest cases of Supreme Court and High Court

**HUMAN RESOURCE
SPECIALIZATION**

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	Talent Management	3010	20	80	100	04	04
2	Employee Relations Management	3011	20	80	100	04	04
3	Knowledge Management &HR Analytics	3012	20	80	100	04	04
4	Learning and Development	3013	20	80	100	04	04
5	Competency Building & Performance Management	3014	20	80	100	04	04
6	Global Human Resource Management	3015	20	80	100	04	04

TALENT MANAGEMENT

Subject Code:3010
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Objectives:

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

Course learning Outcomes: -

After completion of this course, students should be able to: -

5. Develop a clear understanding of the new concepts in Talent management and its relevance in present Context
6. Demonstrate an in depth understanding of the practices used by organizations to attract, engage, develop, and retain talent across cultural settings.
7. Identify the impact of culture, gender, and age differences represented in today’s workforce as demonstrated by actual examples within companies and real-world experiences.

MODULE - 1		10 Hours
INTRODUCTION TO TALENT MANAGEMENT		
Detailed Syllabus	Reading Material	Pedagogy
<p>Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, importance, elements of talent management, process, Framework of talent management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, factors affecting talent management, Career problems and its impact on talent.</p> <p>Workforce Diversity - introduction, opportunities and challenges of talent management, Talent management and competitive advantages, role of HR in talent management and</p>	<p>Tony Davis , Maggie Cutt , Neil Flynn, Peter Mowl</p>	<p>Lecture using power point with animation and discussion on HR magazines</p> <p>Group discussions</p>

inculcating performance culture, right sizing the workforce, relevance in cross-cultural management issues, Social Environment and talent and interface of both. Multigenerational workforce, diversity and inclusion trends.		
MODULE – 2		15 Hours
TALENT MANAGEMENT PRACTICES AND PROCESS		
<p>Components and benefits of Talent Management - 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.</p> <p>Contemporary Talent Management- Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India</p>	Lance A. Berger , Dorothy R. Berger,	Lecture, Role Play, review on latest news on Talent Management and Brainstorming
MODULE – 3		12 Hours
ATTRACTION AND ACQUISITION 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>Role of Information Technology in effective Talent Management Systems - Need of technology in Talent Management, Role of social media in identifying multi skilled talent in changing environment; Introduction to Internet of Things, Cloud computing and Database Management System (DBMS) and its application in Talent management.</p>	<p>Google scholar, HR magazines,</p> <p>Mastering Cloud Computing by Rajkumar Buyya</p> <p>Fundamentals of Database Systems by Ramez Elmasri</p>	<p>Lecture</p> <p>Case study, discussions on various HR policies and procedure of different companies</p> <p>Using Computer lab and social media</p>
MODULE – 4		12 Hours
ATTRITION AND RETURN ON TALENTS		
<p>Managing Attrition - Meaning, definition, factors influencing on talent to leave the organization, causes and effect of attrition on performance of the organization, Cost and consequences of talent departure, Management of attrition.</p>	<p>Google scholar, HR magazines,</p> <p>Research articles, conference</p>	<p>Lecture</p> <p>Case study, discussions on various HR</p>

<p>Return On Talent (ROT)</p> <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. Integrating compensation with talent Management.</p> <p>Five Steps to a Talent Management Information Strategy, HR Analytics for TM Processes, Design Development through Rapid Prototyping and Scaling, Implementation and Maintenance, Audit and Update</p>	proceedings	policies and procedure of different companies
MODULE – 5		11 Hours
TALENT ENGAGEMENT AND RETENTION		
<p>Talent Engagement - Introduction, Concept of Talent Engagement, Employee Engagement, Best Practices for Talent Engagement, work life balance.</p> <p>Talent Retention - Meaning, definition, importance of talent retention, Improving Employee Retention, Factors influencing on talent to stay in the same organization.</p> <p>Initiatives, providing HR leadership to business.</p>	Google scholar, HR magazines,	Lecture Case study, discussions on various HR policies and procedure of different companies

Pedagogy:

Class Lecture, Group Discussion, Case Studies, Brainstorming Group and Individual presentation, use of animation, video clips and Reading and review of Magazines.

Activities:

5. Case studies, assignments, role plays, business games and simulation
6. Class presentations and Mini-Projects.
7. Case studies
8. Students are expected to conduct a study on how talent is critical to organizational growth. Facilitators may ask the students to read about the best employer surveys conducted during the past one year and conduct a discussion.
9. Students are expected to conduct a study on importance of talent management in

India, future directions in talent management practice.

10. 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.
11. Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.

Recommended Readings:

Essential Reading:

1. Tony Davis , Maggie Cutt , Neil Flynn, Peter Mowl, Talent Assessment: A New Strategy for Talent Management, Routledge; 1 edition (20 April 2007)
2. Lance A. Berger , Dorothy R. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, McGraw Hill Education; 3rd edition
3. Hasan Masoo , Anil Kumar Singh , Dhamija Somesh, Talent Management in India Challenges and Opportunities, Atlantic; Edition.
4. David G. Collings , Hugh Scullion , Paula M. Caligiuri, Global Talent Management, Routledge; 2 edition.
5. ASTD, Talent Management: Strategies for Success from Six Leading Companies, Cengage Learning.
6. Rao, T.V., Hurconomics for Talent Management: Making the HRD Missionary Business-Driven , Pearson Education.
7. Berger, L. A. and Berger, D. R., The Talent Management Handbook, McGraw-Hill Education India.
8. Rao, T.V., Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books: A Division of Sage Publications.
9. Shukla, R., Talent management: Process of developing and integrating skilled worker, Global India Publications, New Delhi.
10. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributors.
11. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey

12. Mastering Cloud computing by Rajkumar Buyya
13. Fundamentals of Database Systems by Ramez Elmasri

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
9. Human Capital, magazine

EMPLOYEE RELATIONS MANAGEMENT

Subject Code:3011
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Introduction:

Any organization that wants to succeed in a specific industry must place emphasis on positive Employee Relations. It is the broad term to refer to the relationship that is shared between an organization and its employees.

Learning objectives:

1. To introduce to the students, the concepts related to employee relations.
2. To make the students aware of the tools and strategies used to foster relationship between management and employees

Course learning outcomes:

After completion of this course student will be able to

1. Understand the growing importance of employee relations
2. Identify the right strategies to foster harmonious employee relations
3. Identify the factors that encourage employee engagement.
4. Distinguish those activities which lead to employee empowerment and employee engagement
5. Design basic employee empowerment and employee engagement programmes

Module 1		10 Hours
Introduction to Employee Relations Management (ERM)		
Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tools, Core Issues of Employee Relations Management.	Reading material	Pedagogy
	Employee Relations: A Practical Introduction (HR Fundamentals Book 14) by Elizabeth Aylott Human Resource Management by Seema Sanghi	Discussions , lectures and videos
Module 2		10 Hours
Strategic Employee Relations Management		
Introduction, Different Strategy Levels in an Organisation, Strategy and Employment Policies, Future Challenges, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys	The HR Scorecard: Linking People, Strategy and Performance by Becker	Discussions , lectures and videos
Module 3		15 Hours
Negotiation & Conflict Management		
Conflict Management– Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict –intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources. Negotiations-Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.	Counselling and Negotiation Skills for Managers Paperback by Premvir Kapoor	Exercises in Negotiation and Conflict Management to make students get an idea about the skills required for these processes
Module 4		15 Hours
Participation and Empowerment		
Introduction, Employee Participation and Empowerment Objectives, Employee Participation, Advantages of	Employee relations	Conduct empowerme

Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment – types and factors which encourage employee empowerment Employee engagement – types, strategies and best practices	Management – Text and cases by D.P. Sahoo The business of employee empowerment by Thomas A. Potterfield Employee Engagement, Vipul Saxena, Notion Press	nt surveys if possible.
Module 5		10 Hours
Contemporary Issues in Employee Relations		
Careerism, Stress and Employee wellness in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession , Mergers and Acquisition .		

Text books and reference books :-

Employee Empowerment: The Rhetoric and the Reality, By Rozana Huq

The business of employee empowerment by Thomas A. Potterfield

Employee Engagement, Vipul Saxena, Notion Press

Human Resource Management, by R. K. Ghai S. P. S Bedi

Contemporary Human Resource Management Improving Performance in the Workplace Alam Shahbaz

Counselling and Negotiation Skills for Managers Paperback by Premvir Kapoor

Online resources: -

<https://www.peplematters.in>

www.hrzone.com

<https://www.bamboohr.com/hr-glossary/employee-relations/>

<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/>

KNOWLEDGE MANAGEMENT & HR ANALYTICS

Subject Code: 3012
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Introduction:

Today, the role of human resources function has moved much beyond the traditional boundaries from a predominantly administrative function to a more advantageously focused entity, from a transaction oriented cost centre to a value-added business partnership approach. Analytics has played a critical role in this voyage of HR transformation from being just a subsidiary division of a business to being a strong pillar of support behind the success of a business enterprise. Informed HR professionals maximize productivity and drive to achieve strategic business goals.

Programme objectives:

1. To be able to take strategic decision using predictive analytics in HR.
2. To expose the students to the critical HR issues associated with the fraternity of HR.

Module 1		15 Hours
Knowledge management		
Knowledge continuum Evolution of Knowledge Management Types of knowledge-Tacit and explicit KM Life cycle Corporate memory and its significance Business intelligence Importance of KM in today's world KM at individual, corporate and community level Knowledge capture and codification-individual and group level, Communities of practice Knowledge Management in the E-world - Intranet, Extranets, Groupware, E-Business and K M Data Mining , Knowledge audit Ethical and legal issues of KM – Intellectual Property Rights, Plagiarism Application of KM	Reading material Harvard Business Review on Knowledge Management ... The Fifth Discipline: The Art & Practice of The Learning Organization The Knowledge -Creating Company: How Japanese Companies Create the Dynamics of Innovation Working Knowledge: How Organizations Manage What They Know	Activity Prepare Knowledge Map of institute/ company Study the KM policy of major business organizations Project on IPR (Including Trademarks, Copyrights, GI Tags) Use of Plagiarism software in research
Module 2		15 Hours
Knowledge management		
HRIS Building a learning organization Technology used in KM Basics of HRIS and Implementation	HRIS- Sage Publications	Study the implementation of HRIS at companies and submit report of its efficacy

<p>Software development Life Cycle Adoption of HRIS In HR functions - Recruitment, Payroll, Performance appraisal, T & D, etc. Common problems during IT adoption efforts and processes to overcome such problems. Security, Limitations of Internal Controls, IT Controls, Maintenance of HRIS. Future of HRIS, Emerging trends in HRM and IT.</p>		<p>Seminars on firewalls and safety mechanisms to protect data and information</p>
Module 3		10 Hours
HR Analytics		
<p>Is it the right time for analytics in HR: HR's trust with competitive HR or people analytics, Scope & growth of HR analytics, Big data era and HR analytics, Business strategy- HR analytics- competitive advantage integration. Telecommunication and Networks in Knowledge Management – Internet Search Engines and Knowledge Management – Information Technology in Support of Knowledge Management – Information Mapping in Information Retrieval – Information Coding in the Internet Environment</p>	<p>1. Winning on HR Analytics - Leveraging Data for Competitive Advantage. By- Soundararajan Ramesh. SAGE Publications India Pvt Ltd 2. Predictive HR Analytics: Mastering the HR Metric- Kirsten Edwards, Martin Edwards.</p>	<p>Conducting activities through online relating to Big Data and HR Analytics</p>
Module 4		10 Hours
HR Metrics		
<p>HR Metrics and HR Analytics; Sources to gather information Introduction to HR metrics, avoiding common metrics mistakes, second generation metrics, and third generation metrics (Added from fifth module) Training and Development metrics Recruitment metrics Diversity Metrics Workforce deployment metrics KPI dashboards</p>	<p>Winning on HR Analytics - Leveraging Data for Competitive Advantage. By- Soundararajan Ramesh. SAGE Publications India Pvt Ltd</p>	<p>Collecting information from e-content relating to workforce deployment metrics and Recruitment metrics</p>

<p>HR cost benefit analysis</p> <p>Designing HR Balanced Scorecard 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. Talent analytics maturity model: Reactive analytics, Proactive analytics, Strategic analytics, Predictive analytics.</p>		
Module 5		10 Hours
Workforce Analytics		
<p>Predictive people analytics and workforce analytics Integrated Personnel Management Systems Google Analytics R Workday How to put capability planning into practice. Turning Data into business Intelligence- Application of HR Analytics- Recruitment Training Retention Employee development Workforce planning Employee engagement Compensation and incentive programs</p>	<p>Winning on HR Analytics - Leveraging Data for Competitive Advantage. By- Soundararajan Ramesh. SAGE Publications India Pvt Ltd</p>	<p>Visiting various companies to collect information relating to Recruitment, Training and Employee Engagement</p>

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

LEARNING AND DEVELOPMENT

Subject Code:3013
Contact Hours: 60
External Marks: 80

Credits: 04
Hours/ Week: 4
Internal Marks: 20

Introduction:

In the context of global competition, organisations are investing more resources, in the form of time and money towards developing employees continuously update themselves and develop relevant competencies. The present course is designed to study the concepts and processes of training and development (T&D).

Learning objectives:

- To enable the student to understand the concepts, principles and process of training and development
- To identify and understand the steps in assessing training needs, designing training programmes and utilizing the appropriate training methods
- To make the student familiar with the levels, tools and techniques involved in evaluation of training effectiveness

Course learning outcomes:

After completion of this course student will be able to

6. Understand the practical applications and implications of Training on other HR Practices like Recruitment and Selection, Human Resource Planning, Performance Appraisal etc.
7. To identify the Training Needs in an Organisation
8. Understand current issues facing the training profession, especially with reference to using right training techniques, training evaluation and the impact of technology.
9. Apply theories of learning to the training function and
10. Develop a training module.

Module 1		15 Hours
Introduction to Training and Learning		
<p>Learning: Principles of Learning, Conditions for Effective Learning, Learning Styles, Kolbs Learning Cycle, Learning Process, And Learning Curve Adult Learning Single loop and Double Loop Learning _ Chris Argyris Role of training and learning in HRM</p> <p>Training: Concept, Need and Importance of Training in Modern Organizations, Training Vs Development</p>	Reading material	Pedagogy/Activity
	<p>Training & Development: Indian Text edition. By B. Janakiram</p> <p>Biztantra publication</p>	<p>Mentioned in post script below</p>
Module 2		15 Hours
Process of Training		
<p>Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Sources of Data for Training Needs Analysis. Assessment Of Training Needs, Methods And Process Of Needs Assessment.</p>	<p>Training & Development: Indian Text edition. By B. Janakiram</p> <p>Biztantra publication</p>	<p>Self assessment exercise</p>
Module 3		10 Hours
Designing And Implementing A Training Program		
<p>Facilitator Identification- how to choose a trainer , in house or external?</p> <p>Methods and Techniques Of Training, Teambuilding Exercises, Management Games, Simulations. Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change),</p> <p>Leadership Development Program(executive development/ management development), Budgeting Of Training.</p>	<p>Training & Development: Indian Text edition. By B. Janakiram</p> <p>Biztantra publication</p>	<p>Students can be facilitated to use various training methods like lectures , presentations , case studies , management games, etc.</p>
Module 4		10 Hours
Evaluation Of Training Program		
<p>Feedback , Methods of evaluation , Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.</p>	<p>Training & Development: Indian Text edition. By B. Janakiram</p> <p>Biztantra</p>	<p>Study the training methods at various organization and know the evaluation techniques adopted by the organization</p>

	publication	
Module 5		10 Hours
Contemporary aspects of training and development		
Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning. (simulation training) Micro learning – need and implications, Assessment Centres, Outbound training	Training & Development: Indian Text edition. By B. Janakiram Biztantra publication	Learn online training courses from Swayam and other central and state government organization

Books Recommended:-

1. Employee Training and Development - Raymond Noe
2. Every Trainers Handbook- Devendra Agochia
3. 360 Degree Feedback, Competency Mapping and Assessment Centre- Radha Sharma
4. Training and Development- S.K. Bhatia
5. HRM-Biswajeet Pattanayak
6. Reddy ‘Effective Human Resource Training and Development Strategy’ Himalaya Publications
7. Goldstein ‘Training in Organisations’ Cengage Learnings

Journals:-

Indian Journal of Training and Development
Training and Development
IUP Journal of Soft Skills

<https://www.peplematters.in>

www.hrzone.com

PEDAGOGY AND ACTIVITIES

The facilitator shall aim is to provide, as far as possible, hands - on learning experience related to training and development. Some of the tasks/activities are given below. The facilitator may adapt the same according to his/her convenience.

Task:- (for a student)

Carry out a training needs analysis on yourself by

- Listing skills, qualities, experiences and qualifications you have that will support your future career
- Identifying any skills, qualities, experiences and qualifications that would be desirable for your future career but you do not currently possess

- Plan the training and development activities you could undertake to help you gain the necessary attributes

Activity:-

1. Conduct training need analysis of an organisation
2. Design a training programme for any organisation with the help of the facilitator
3. For any programmes conducted by the college , the students of this paper can be asked to design a feedback form.

COMPETENCY BUILDING & PERFORMANCE MANAGEMENT

Subject Code:3014

Credits: 04

Contact Hours: 60

Hours/ Week: 4

External Marks: 80

Internal Marks: 20

OBJECTIVES OF THE COURSE:

- To introduce the concept of Competency and its importance in enhancing organizational performance through people in the competitive business environment
- To learn how to map and profile competencies for a given position or job in an organization
- To introduce the concept of Performance Management
- To critically understand the elements of and challenges to Performance Management
- To understand the Performance Management Practices of different organizations

LEARNING OUTCOMES:

After completing the course, the student should be able to:-

- The students will understand the significance of Competency in an organization
- The students will be able to develop the competency model on their own
- The students will understand the theory of Performance Management
- The students will be able to discuss & develop the Performance Appraisal practices on their own

Module -1	15 Hours	
Competency mapping		
Concept and Evolution of Competency; Difference between Competence and Competency; Types of Competency, Competency Models: Iceberg Model, Lancaster Model for Managerial Competency. Competency Assessment Tools- Self & Superior Assessment, 360 degrees feedback, Assessment Centre, Psychometric Tests & Interviews *Applications of Competency Mapping: Competency Based Human Resource Management, People Capability Maturity Model	Reading Material	Pedagogy
	Hand Book of Competency Mapping by Seema Sanghi, Competency Mapping by R. K Sahu, Excel Publication, *Competency Based HRM-by Ganesh Sherman-Tata McGraw Hill India Publication	Lecture Discussion Article Reviews
Module 2	10 Hours	

Foundations of Performance Management		
Definition, Objectives, Functions, Characteristics, Prerequisites and benefits of Performance Management. Role of Performance Management in HRM	Performance Management by A. S Kohli & T. Deb	Lecture Discussion Article Reviews
Performance Management Process: Performance Planning-Goal Setting, Setting Performance Criteria, Setting Performance Standards, Concepts of Key Performance/Result Area.		
Module 3		15 Hours
Performance Appraisal		
Performance Appraisal-Trait based methods (Graphic Rating Scale, Mixed Rating Scale, Forced Choice Method, and Essay Method) Behavioural based methods (Critical Incident Method, Behavioral Checklist, Behavioural Anchored Rating Scale {BARS}, Behaviour Observation Scale) Result based methods (Management by Objectives {MBO}, Productivity Measures, Balance Scorecard). Designing Appraisal Form. Common Errors and bias in Performance Appraisal.360 Feedback, Appraisal Interviews, Performance Monitoring.	Performance Management by A. S Kohli & T. Deb	Lecture Discussion Article Reviews
Module 4		12 Hours
Implementing Performance Management		
Strategies for effective implementation of Performance Management. Issues in implementing Performance Management {Ethical, Cultural, Managerial and Legal Issues}. Role of HR Professionals in improving organizational Performance; Competencies required by HR Professionals for effective contribution in Performance Management Performance Counseling and Performance Counseling Skills.	Performance Management by A. S Kohli & T. Deb	Lecture Discussion Article Reviews
Module 5		08 Hours
Overview of contemporary practices in Performance Management		
Continuous Performance Management		

Electronic Performance Management System- Advantages & Disadvantages	Performance Management by A. S Kohli & T. Deb Performance Management by A. S Kohli & T. Deb	Lecture Discussion Article Reviews
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RECOMMENDED READINGS

- Competency Mapping by R. K Sahu, Excel Publication
- Hand book of Competency Mapping by Seema Sanghi, SAGE Publications India Private Limited
- Performance Management by A. S Kohli & T. Deb, Oxford University Press
- 360 Degree Feedback & Performance Management System by T. V Rao- Excel Books

Other Readings:

- Performance Management by Prem Chadha, Macmillan India Ltd
- Performance Management by Srinivas R. Kandula, Prentice-Hall of India
- Performance Management- HBS Press
- Assessment Centers by Nitin Sawardekar-Response Books

TEACHING AND LEARNING RESOURCES

- HR Magazines-Human Capital, People Matters,
- HR Journals
- News Paper Articles/Videos related to Performance Management System
- www.shrm.org

PEDAGOGY AND ACTIVITIES:

1. Student Presentations/Article Reviews on PMS
2. Discussions on contemporary performance issues across various sectors (Education, Business, Government etc.)
4. The students can visit any organization to understand the Performance Appraisal Process and the students have to develop the Performance Appraisal Forms using various appraisal methods.

GLOBAL HUMAN RESOURCE MANAGEMENT

Subject Code:3015

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week: 4

Internal Marks: 20

Objectives:

1. To familiarize the students with the knowledge of the global practices inGHRM
2. To assist students understand the challenges posed by rapid globalization of business, analyze human resource issues for making effective decisions in the contemporary international business environment of managing HR in the globaleconomy.

Course LearningOutcomes:

At the end of the course, students should be able to:-

1. Understand the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management, and other emergingdisciplines.
2. Understand the HR challenges of international business and skills required to face these challenges.
3. Illustrate how inter country differences affect HRM. and Know the global differences and similarities in HR practices.
4. Gain knowledge of strategic management concepts related to designing and implementing effective and efficient global human resource management programs.

MODULE - 1		10 Hours
INTRODUCTION TO GHRM		
<p>Definition, reasons for going global, Approaches to GHRM, Difference between GHRM and Domestic HRM, Reasons for emergence of GHRM, Models of GHRM-Matching model, Harvard Model-Brewester-Bournois Model, Contextual Model, 5P Model. European Model, Hofstede model, Trompennar model. Andre Laurent studies. Corporate culture models. Growth of international business and globalization, Emerging trends in international HRM</p>	Reading Material	Pedagogy
	P. L. Rao Monir H. Tayeb	Lecture, Case Studies and Assignments through Powerpoint presentations
MODULE - 2		20 Hours
INTERNATIONAL STAFFING AND APPRAISAL		
<p>Recruitment, Selection and Staffing in International context: International Managers PCN, HCN, TCN, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, Recruitment methods-using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.</p> <p>Performance Management: A conceptual background, Constraints in goal attainment, Factors associated with individual performance and appraisal – Criteria used for performance appraisal of international employees – Appraisal of HCN, performance and appraisal in GHRM appraisal of expatriate, TCN and HCN employees, issues and challenges in international performance management, Country-specific performance management practices, Universal Quality Standards and HRM</p>	Peter J. Dowling. P. L. Rao	Lecture, Case Studies, Projects and Assignments through Powerpoint presentations
MODULE - 3		10 Hours
TRAINING AND DEVELOPMENT IN INTERNATIONAL CONTEXT		
<p>Current scenario in international training and development, training & development of international staff, Pre-departure training programmes; Cultural awareness programmes; Preliminary visits; Mendenhall, Dunbar and Oddou cross-cultural training model; cultural integrator- Cultural assimilator Language training; TCN and HCN expatriate training. Re-entry (repatriation) issues; re-adjustment; Designing a repatriation programme. Developing staff through international assignments; developing international teams through international assignments. Motivation and retention of executives in global context.</p>	P. L. Rao Peter J. Dowling	Lecture, Case Studies, Seminars and Assignments through Powerpoint presentations
MODULE - 4		10 Hours
INTERNATIONAL COMPENSATION		

Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.	P. L. Rao P. Subba Rao	Lecture, Case Studies and Assignments through Powerpoint presentations
MODULE - 5		10 Hours
INTERNATIONAL LABOUR RELATIONS & PRACTICES		
Key issues-Strategic issues before MNCs/ Employers/ Employees/ Governments. <i>Special issues in GHRM</i> - Women Expatriates, hiring Repatriate & Expatriate Managers: choices & dilemmas for MNCs. HRM practices in different countries - Japan, USA, UK, Australia, Middle East, India and China.	Peter J. Dowling Dr. Nilanjan Sengupta	Lecture, Case Studies and Assignments through Powerpoint presentations

Recommended Readings:

Essential Readings:

1. International Human Resource Management – Peter J. Dowling, Denise E. Welch, Cengage Learning.
2. International Human resource Management – P. L. Rao, ExcelBooks
3. International Human Resource Management- Dr. Nilanjan Sengupta, Dr. Mousami S Bhattacharya, Excel Books
4. International Human Resource Management - Monir H. Tayeb – Oxford University Press - 2005.
5. The Global Challenge - framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
6. International Human Resource Management-P.Subba Rao, Himalya Publishing House

Suggested Reading:

1. International Human Resource Management, K Aswathappa, Sadhna Das, McGraw Hill Companies
2. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
3. International Human Resource Management (Global HRM) by Randall S.Schuler, Dennis Briscoe and Lisbeth Claus.

MARKETING SPECIALIZATION

MARKETING SPECIALISATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit
1	International Marketing Management	3016	20	80	100	04	04
2	Retailing Management	3017	20	80	100	04	04
3	Strategic Brand Management	3018	20	80	100	04	04
4	Services Marketing	3019	20	80	100	04	04
5	Customer Relationship Management	3020	20	80	100	04	04
6	Sales Management	3021	20	80	100	04	04

International Marketing Management

Subject Code: 3016

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week: 4

Internal Marks: 20

Course Objective: The objective of this course is to enable students to gain knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications.

Course Outcomes: On successful completion of this course students shall be able to identify influence of international competition, market segmentation, and strategy decisions specific to international marketing is learned and understood

Module 1		12 Hours
Introduction to International Marketing		
Definition, Meaning and Dimensions of IM Drivers and Challenges in IM Difference between Domestic and International Marketing Importance of International Marketing The Globalization Debate Theories of Trade: Modern Theory / IPLC Theory / Porter's NCA Theory Stages of Internationalization of Firms / EPRG Framework Case studies: Made in India for the World	Reading Material	Pedagogy
	Global Marketing Management by Warren Keegan, Pearson Ed International Marketing by Rakesh Mohan Joshi, Oxford International Marketing by Cateora & Graham, TMH 12 th Edition	
Module 2		14 Hours
Understanding the Global Markets		
WTO and Global Trade Scenario Regional Economic Integrations (SAPTA,NAFTA,ASEAN,EU): rationale, Opportunities and Challenges International Market Evaluation (Key Indicators, Indices, Ranking, Agencies) Methods of Market Entry and Determinants Evaluation of Entry Modes (Licensing to FDI) Meaning, Types and Structure of Distribution Channels Sources of International Market Information and Research (Secondary to Primary)	International Marketing by Francis Cherunilam, Himalaya International Marketing by Rakesh Mohan Joshi, Oxford	

Module 3		12 Hours
Product and Promotion in International Markets		
Process of Product Decision Making Standardization Vs. Adaptation: Forms and Evaluation Core Product and Augmented Product Product Quality dimensions (measures) Packaging, Labeling and Distribution International Advertising and Promotion Strategies Global Branding: Selection of Brand Elements Case Studies on Global Brands	International Marketing by Rakesh Mohan Joshi, Oxford International Marketing by Cateora & Graham, TMH 12 th Edition	
Module 4		10 Hours
Pricing in International Markets		
Meaning and Types of Pricing Determinants of product Pricing Terms of Payment Types of Credit and Trade strategies Grey Markets and International Marketing Case study: India's Medical Tourism story	International Marketing by Rakesh Mohan Joshi, Oxford	
Module 5		12 Hours
Introduction to India's International Trade		
India's EXIM Policy (Latest) Export Promotion measures by India DGFT & Institutional Framework for India's Exports Export Procedure and Documentation Profile of India's Exports and Imports Emerging Issues in International Marketing. Cases on the Rise of Indian Multi Nationals	International Marketing by Francis Cherunilam, Himalaya Indian Economy by Ahuja	

Activities:

1. Visit and Interaction with IMPEX agencies
2. Study on Export Industries and Agencies
3. Research on Potential Global Market for a select Product/Service
4. Research on the market profile of a select Country.
5. Communication with the Trade Promotion Office for a Trade Enquiry

Essential Reading:

1. International Marketing by Rakesh Mohan Joshi, Oxford
2. International Marketing by Cateora & Graham, TMH 12th Edition
3. Global Marketing Management by Warren Keegan, Pearson Ed

Suggested Reading:

1. International Marketing by Francis Cherunilam, Himalaya
2. International Marketing by Onkvist & Shaw, PHI
3. International Marketing by Terpstra & Sarathy, Thompson 8th Ed.
4. International Marketing by Srinivasan R., 2nd Ed, PHI

Retailing Management

Subject Code:3017

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week: 04

Internal Marks: 20

1. **Course Objective:** The objective of this course is to enable students to understand concept of retailing, retail sector in India and types of retail formats and trends prevalent in the organized retailing.
2. **Course Outcomes:** On successful completion of this course students shall be able to understand the scenario of retailing in India, factors that influencing retailing customer expectations and the process of retailing is learned.

Module 1	10 Hours	
Introduction to retailing – Retailing in India		
<p>The Role of Retailer - Retailing (Definition), Role of Retailer in distribution channel, functions performed by Retailer (Assortment of Products, Braking the bulk, Holding inventory, Providing services) Indian Retail Market – Market share of Organized Vs unorganized, Retail Market forecast by MGI, At Kerney, key sectors in Indian Retail Industry (Food, Apparel, Consumer Durable, Footwear, Jewellery, Fashion accessories, Pharmaceutical) Drivers of Retail change in India – Population, changing income profiles, diminishing difference between rural and urban India, the rise of self employed, Economic environment, Rise of women consumers. Career in Retail – Buying & Merchandising, Marketing, Store Operations, Sales, Finance, HRM, Technology & Ecommerce, Visual Merchandising, Logistics Management</p>	Reading Material	Pedagogy
	<p>Retailing Management – 4e – TMH – Swapna Pradhan</p> <p>Retail Management – Oxfors University Press – Chetan Bajaj, Nidhi Srivastava, Rajnish Tuli</p> <p>India Retail Industry Report by Indian Brand Equity Foundation (IBEF)</p> <p>Gobal Retail Development Index by AT Kerney</p> <p>Digital Retail in 2020 – Rewriting the Rules by AT Kerney</p> <p>Retail in the Era of Connected Consumer –</p>	<p>Discussion</p> <p>Case Study</p>

	Retailers Association of India The consumer sector in 2030: Trends and questions to consider – MGI Report	
Module 2		10 Hours
Retail Formats		
Traditional Retailing in India – Haat, Mandi, Mela, Kirana store, Pan-Bidi shops Understanding organized retail formats – Store based Retail formats (Convenience, supermarkets, hypermarkets, departmental stores, category killers, Consumer cooperatives, off price retailer, warehouse clubs, supercenters, wholesale clubs, airport Retailing, Cash & Carry wholesaler, Leased department) Non store (Catalogue store, direct selling, Mail order, Tele Shopping, Electronic shopping, Automated Vending, Kiosks), service retail	Retailing Management – 4e – TMH – Swapna Pradhan Retail Management – A strategic Approach – 3e – Pearson – Barry Berman, Joel Evans	Discussion Retail Store visit Minor Report Assignment
Module 3		08 Hours
Consumer Behavior and Planning in Retailing		
The buying process (Need recognition, Information Search, Evaluation, Choice, Visit, Loyalty), Type of buying decisions (Extended problem solving, Limited problem solving, Habitual decision making) Factors influencing retail shoppers – Family, reference groups, culture, social class, personality, and lifestyle	Retailing Management – 4e – TMH – Swapna Pradhan Retailing Management – 6e – TMH – Michael Levy, Barton Weitz, Ajay Pandit News paper reports	Discussion Case Study Report
Module 4		16 Hours
Retail Location		
Strategic Retail Planning Process (Define Vision & Mission, situation audit, Identify strategic opportunities, establish objectives, allocation of resources, develop & implement retail mix, evaluation of performance) Steps involved in choosing a retail location (Market identification, determining the market potential, Identifying alternatives sites & select	Retailing Management – 4e – TMH – Swapna Pradhan Retail Marketing Management – Pearson Education –	Discussion Guest Lecture Assignment

<p>site).</p> <p>Basics of Retail Merchandising (concept of merchandising, seven rights of merchandising (Right product, right quantity, right service, right place, right appeal, right price, right time). Process of Merchandising planning. The open to buy</p> <p>Merchandise Procurement Process(Identifying the sources of supply (national, international, private label), contacting and evaluating sources of supply, negotiating with vendors, placing the purchase order, establishing vendor relations, analyzing vendor performance)</p>	<p>David Gilberth</p> <p>Retailing – 4e - Thomson south western – Patrick Dunne, Robert Lusch, David Griffith</p> <p>Retail store location</p> <p>Preference Studies</p>	
Module 5		16 Hours
Retail Mix & Store Design		
<p>Retail Marketing Mix (Product, Price, Place, Promotion, Presentation, customer Service), Retail communication Mix (Advertising, Sales Promotions, Public Relation & Publicity, Personal Selling, POP displays)</p> <p>HRM function in Retail (Identifying role in organization, recruitment & selection, training, motivating the employees, evaluation of employee performance), Organization structure of a retailer store (any organization of student choice)</p> <p>Store design (Principles of store design, exterior store design, interior store design (aesthetics, space planning, atmospherics, layouts (Grid, Race track, Free form))</p> <p>Visual merchandising (Definition, role of VM, tools used (Colors & textures, Props & fixtures, Store windows, lighting, Mannequins, planogram)</p>	<p>Retailing Management – 4e – TMH – Swapna Pradhan</p> <p>Retail Management – Oxfors University Press – Chetan Bajaj, Nidhi Srivastava, Rajnish Tuli</p> <p>Latest FDI Policy related to Retail Industry</p>	<p>Guest Lecture</p> <p>Cast Study</p> <p>Presentation</p>

Activities:

1. To study the structure of a organized retail store
2. To study the promotional activities adopted by organized retail stores

Essential Readings

3. Retailing Management – 4e – TMH – Swapna Pradhan
4. Retailing Management – 6e – TMH – Michael Levy, Barton Weitz, Ajay Pandit
5. Retail Marketing in the Modern Age, Prashant Chaudhary, first edition, SAGE publications.
- 6.

Suggested Reading:

1. Retail Management – A strategic Approach – 3e – Pearson – Barry Berman, Joel Evans
2. Retail Management –Oxford University Press – Chetan Bajaj, Nidhi Srivastava, RajnishTuli
3. Retail Marketing Management – Pearson Education – David Gilberth
4. Retailing – 4e - Thomson south western – Patrick Dunne, Robert Lusch, David Griffith

Strategic Brand Management

Subject Code:3018

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Objective: The objective of this course is to enable students to understand the concepts of brands and various elements of branding.

Course Outcomes: On successful completion of this course students shall be able to identify brand extension and branding strategies in different sectors.

Module 1	10 Hours	
Brand & Brand Management		
	Reading Material	Pedagogy
<p>What is Brand? Brand Vs. Product, Why do brands matter? (Consumers, Firms), Can anything be branded? (Goods, Services, Retailers, distributors, Online services, People, Organizations, Sports, Arts, Entertainment, Locations, properties, Ideas & Cause) Branding Challenges and Opportunities (Savvy customers, Brand Proliferation, Media Fragmentation, Increased competition, Increased Cost, Greater Accountability), The Brand equity concept Benefits of building strong brands (Organizational and customer perspective). Customer brand loyalty levels.</p>	<p>1. Strategic Brand Management – Pearson- Kevin Keller, Jacob & Parameshwaran Brand Failure – Mat Haig 2. Brand Management- Principles and Practices. Kirti Dutta Publisher: Oxford 11th impression</p>	<p>Discussion Case Study Assignment</p>
Module 2 Identifying and establishing brand positioning and value (10 hours)	Reading Material	Pedagogy
<p>Brand equity as a bridge, Brand knowledge (Making a brand strong), Sources of Brand equity (Brand Awareness, Brand Image), Steps in brand building (4 steps CBBE model), Dimensions of Brand Building</p>	<p>Strategic Brand Management – Pearson- Kevin Keller, Jacob & Parameshwaran</p>	<p>Discussion Field Work Assignment</p>

<p>blocks (Salience, Performance, Imagery, Judgment, Feelings, Resonance)</p> <p>Creating customer value (CRM, Customer Equity, Relationship of Customer Equity & Brand Equity)</p> <p>Identifying and establishing brand positioning (basic concepts, target market, nature of competitions, POP & POD), Positioning Guidelines (defining & communicating frame of reference, choosing POD, establishing POP & POD, updating positioning over time, Core brand associations, Internal branding, Brand Audits</p>		
Module 3		15 hours
Brand Marketing Programme		
<p>Criteria for choosing brand elements (Memorability, Meaningfulness, Likability, Transferability, Adaptability, Protectability), Options and tactics for brand elements (Brand names (Lendor's Brand Name Texonomy, naming mistakes), Brand Awareness, Brand Associations (URLs Logos & symbols, Characters, Slogans, Jingles, Packaging)</p> <p>Product Strategy (Perceived quality & Value - Brand intangibles, Value chain, Pricing Strategy (Consumer price perceptions, setting prices to build brand equity, product design & delivery, product costs)</p>	<p>Strategic Brand Management – Pearson- Kevin Keller, Jacob & Parameshwaran</p>	<p>Discussion</p> <p>Quiz</p>
Module 4		15 hours
Designing & Implementing Brand Strategies		

<p>Brand Architecture – the brand product matrix, Breadth of a branding strategy, depth of branding strategy</p> <p>Brand Hierarchy – building equity at different hierarchy levels, corporate image dimensions</p> <p>Designing a branding strategy – No of levels of the brand hierarchy, desired awareness & image at hierarchy level, linking brand elements to multiple products,</p> <p>Using cause marketing to build brand equity – meaning & advantages of cause marketing, green marketing.</p> <p>Brand Extensions – advantages & disadvantages of brand extensions</p> <p>Revitalizing brands – expanding brand awareness, improving brand image, entering new markets</p>	<p>Strategic Brand Management – Pearson- Kevin Keller, Jacob & Parameshwaran</p>	<p>Assignment Presentation Case Study</p>
<p>Module 5</p>		<p>10 hours</p>
<p>Managing Brands Over Time</p>		
<p>Reinforcing Brand (Maintaining brand consistency, Protecting sources of brand equity, Fortifying versus leveraging and Fine tuning the supporting marketing program).</p> <p>Revitalizing Brands (Expanding brand awareness, Improving brand image, Entering new markets).</p> <p>Adjustments to the brand portfolio (Migration strategies, Acquiring new customers, Retiring brands).</p> <p>Case Studies on : Maggi, Airtel, LIC and SBI Bank</p>	<p>1. Strategic Brand Management – Pearson- Kevin Keller, Jacob & Parameshwaran</p> <p>2. Brand Management- Principles and Practices. Kirti Dutta Publisher: Oxford</p>	<p>Case Study Discussion Quiz</p>

Activities:

1. Select a brand of your choice and assess the various brand

elements in terms of its effectiveness and benefits to brand.

2. Identify few white goods and study the brand positioning for the same.

Essential Reading

1. Strategic Brand Management – 13e – Pearson –Kevin Keller, M.G. Parameshwaran, Issac Jacob
2. Brand Management-Principles and Practices-Kirti Dutta-Publisher: Oxford-11th impression
3. Aaker on Branding: 20 Principles that drive success, David Aaker, SAGE publications.
- 4.

Suggested Reading:

1. Product Management - McGraw Hill - Donald R Lehmann and Russel S Winner
2. Brand management The Indian Context – Vikas Publication - Y L R Moorthi
3. Brand Failure –3e – Kegan – Matt Haig

Services Marketing

Subject Code:3019

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week: 04

Internal Marks: 20

Course Objective: The objective of this course is to enable students to enhance skills and knowledge in dealing effectively with a portfolio of services customers in a business setting.

Course Outcomes: On successful completion of this course students shall be able to interpret the concept and characteristics of services marketing and analyzing the employee role in service design.

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	Reading Material	Pedagogy
	Services Marketing- Valarie A Zeithmal & Mary Jo Bitner, 4/e, TMH,2011 Discussion on Southwest Airlines& IKEA (p.28 & p.38, Services Marketing - Valeria Zeitaml,4 th Edition) Discussion on Indian strategy on Palace on Wheels (p.77, Services	Discussion Case Study
Module:2		12 hours
Focus on Customer and Understanding the Requirements		
Service expectations, types of expectations, Factors that influence customer expectations of services, Using customer research to	Services Marketing- Valarie A Zeithmal & Mary Jo Bitner, Dwayne D. Gremler	Discussion Quiz

understand customer expectations, Elements in an effective service marketing research program, Analyzing and interpreting customer research findings, Using marketing research information, Upward communication.	and Ajay Pandit 7/e, McGH,2018	
Module:3		12 hours
Aligning Service Design and Standards		
Challenges for service innovation and design, Important considerations for service innovation, Stages in service innovation and development, Customer-Defined Service Standards, Services Blueprint, Physical Evidence & Service scope, Measuring and Improving Service Quality	Services Marketing- Valarie A Zeithmal & Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit 7/e, McGH,2018	Case Study Assignment Minor Report
Module:4		12 Hours
Strategies for Services Marketing		
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)	Services Marketing- Valarie A Zeithmal & Mary Jo Bitner, 4/e, TMH,2011	Discussion Quiz
Module:5		12 Hours
Delivering and Performing Services		
The critical role of service employees, The service profit chain, Customer oriented service delivery, Customer's Role in Service Delivery, Strategies for managing Demand and Capacity, Strategies for delivering service quality through people.	1. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit 7/e, McGH,2018 2. Services Marketing-	Discussion Case Study Report

	Valarie A Zeithmal & Mary Jo Bitner, 4/e, TMH,2011	
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Activities:

1. A mini project on SERQUAL
2. Select a service of your choice and study the 7 Ps
3. Understand the blueprint of existing service organization and suggest an alternate blueprint after study

Essential

Reading:

1. Services Marketing, Integrating Customer Focus Across the Firm.- Valarie A Zeithmal & Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit, 7/e, McGH,2018
2. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH,2011
3. Services Marketing-Christopher Lovelock, Pearson Education, 2004
4. Select a service organization & design service Blue print for improvement.

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

Customer Relationship Marketing

Subject Code:3020

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Objective: The objective of this course is to enable students to understand the concept of consumer behaviour, its models, identifying importance of personal factors, attitude, social class and its role in consumer behaviour.

Course Outcomes: On successful completion of this course students shall be able to examine the models of consumer decision making.

Module 1	13 Hours	
Conceptual Foundation of CRM		
	Reading Material	Pedagogy
<p>Introduction to CRM, Meaning of CRM, Definitions, Evolution and scope</p> <p>Explosion of CRM both in IT & Marketing, Enablers for the growth of CRM, The criticality of customer relationships, Why business should adopt CRM</p> <p>Purpose and Benefits of CRM, Evolution of CRM, Growth of CRM– Pre-Industrial Age, Industrial Age, Service Economy Age and Knowledge Age. CRM, Marketing & Relationship marketing, Difference between Transaction marketing and customer relationship marketing,</p> <p>Types of CRM (Operational, Collaborative and Analytical) ,Customer Segmentation reexamined, Types of Customers & Relationship styles, Loyalty as a basis of Segmentation,</p> <p>Customer modelling and its Aspects</p>	<p>Customer Relationship Management –Concepts & Application by AlokKumar, Chhabi Sinha, Rakesh Sharma</p> <p>Customer Relationship Management-A Strategic Perspective byG.Shainesh, JagdishSheth</p> <p>CRM by G.Shainesh, JagdishSheth,</p> <p>CRM by AlokKumar, Chhabi Sinha, Rakesh Sharma</p> <p>CRM by Shraddha Bhome and DR. AmarpreetGhura</p>	
Module 2	12 Hours	
Building and Managing Customer Relationship		

<p>Building Customer Relationship - 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.</p> <p>Economics of CRM-CRM Cost – Benefit Analysis, Market Share V/s Share of customer ,Customer Lifetime Value (CLTV) - meaning and measurement.</p> <p>Customer Value –Concept and Characteristics, Types of Customer Value , Customer Value Co-creation.</p>	<p>Customer Relationship Management-A Strategic Perspective byG.Shainesh, JagdishSheth</p> <p>Customer Relationship Management-A Strategic Perspective byG.Shainesh, JagdishSheth</p> <p>Customer Relationship Management –Concepts & Application by AlokKumar, Chhabi Sinha, Rakesh Sharma</p>	
Module 3		13 Hours
Managing Customer Lifecycle		
<p>Managing Customer Relationship- Key principles of relationship management, Managing Customer Lifecycle. Techniques and applications to manage relationships</p> <p>Customer acquisition stage: prospecting, key performance indicators of acquisition programmes, operational CRM tools that help acquisition, support from CRM analytics.</p> <p>Customer retention and Development stages: Strategies for customer relation, KPI of retention programmes, Customer development strategies (Up selling and Cross selling)</p> <p>Customer termination stage: Strategies for terminating customer relationships</p> <p>Marketing Strategy and CRM: Understanding key constructs in</p>	<p>Customer Relationship Management –Concepts & Application by AlokKumar, Chhabi Sinha, Rakesh Sharma</p> <p>Customer Relationship Management- Concepts and Technologies by Francis Buttle 2nd Edition, Elsevier</p> <p>Customer Relationship Management by Roger Baran, Robert Galka, Daniel Strunk, Cengage Learning</p>	

the customer company profit chain.		
Module 4		12 Hours
Technology for Customer Relationship		
<p>CRM Architecture - IT and CRM, Customer profiling using Data mining.</p> <p>Contact Center Technology (IVR, CTI, ACD), Customer Complaint Management Technology, Front Desk Management Technology, E-CRM, Features of e-CRM</p> <p>Introduction to Sales Force Management, Marketing Automation & Service automation:</p> <p>(Introduction, Functionalities and benefits)</p>	<p>Customer Relationship Management –Concepts & Application by AlokKumar, Chhabi Sinha, Rakesh Sharma</p> <p>Customer Relationship Management- Concepts and Technologies by Francis Buttle 2nd Edition, Elsevier</p>	
Module 5		10 Hours
CRM Implementation, Measurement		
<p>Framework for building CRM strategy (Eight building blocks of CRM), Voice of customer: Ensuring alignment of CRM.</p> <p>CRM Measurement: What needs to be measured , CRM Metrics</p> <p>Loyalty programs an assessment, Three approaches in KPI development, Customer score card, Customer value index,</p> <p>Company 3E Measures: Measuring company Efficiency, Effectiveness and Employee Behaviour,</p> <p>Introduction to Customer Experience Management: Psychological and Behavioural principles.</p>	<p>Customer Relationship Management –Concepts & Application by AlokKumar, Chhabi Sinha, Rakesh Sharma</p> <p>Customer Relationship Management by Roger Baran, Robert Galka, Daniel Strunk, Cengage Learning</p> <p>Customer Relationship Management –Concepts & Application by AlokKumar, Chhabi Sinha, Rakesh Sharma</p>	

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.

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. Customer Relationship Management- Concepts and Technologies byFrancis Buttle 2nd Edition, Elsevier
4. Customer Relationship Management by Roger Baran, Robert Galka, Daniel Strunk, Cengage Learning

References

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.

Sales Management

Subject Code:3021

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Objectives:

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

Expected Outcome:

The students acquire necessary selling skills and knowledge of sales.

Module 1		16 hours
Introduction Sales managements, Concepts and Theories		
<p>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.</p>	Reading Material	Pedagogy
	<p>Sales and Distribution Management Tapan K. Panda & Sunil Sahade</p> <p>Sales Management Richard Still, Edward Cundiff & Norman Govoni</p>	
Module 2		14 Hours
Selling process and Forecasting		
<p>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.</p>	Reading Material	Pedagogy
	<p>Sales Management Richard Still, Edward Cundiff & Norman Govoni</p> <p>Sales and Distribution Management Tapan K. Panda & Sunil Sahade</p>	
Module 3		12 Hours
Sales Organization and Sales territory		
<p>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,</p>	Reading Material	Pedagogy
	<p>Sales and Distribution Management Tapan K. Panda & Sunil Sahade</p> <p>Sales Management Richard Still,</p>	

Straight line, Circle and Wedge).	Edward Cundiff & Norman Govoni	
Module 4		12hours
Sales Quota management and Formulating Personal Selling strategy		
<p>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 judgment, Based on Salespeople judgment and Based on Compensation.</p> <p>Personal selling strategy with respect to Monopolistic competition, Oligopolistic Competition and No direct competition.</p> <p>Product Market Analysis Product specialist, Market specialist and Product/Market specialist with the grid diagram and an example of a product.</p> <p>Introduction to negotiation & Negotiation Process</p>	<p>Sales and Distribution Management Tapan K. Panda & Sunil Sahade</p> <p>Sales Management Richard Still, Edward Cundiff & Norman Govoni</p>	
Module 5		6 Hours
Sales personnel Recruitment, Training, Compensation and Motivation		
<p>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)</p> <p>Compensation Objectives, Types of Compensation Plans (Financial- Straight salary, Straight commission, Bonus plus Incentive, Salary plus incentive. &Non-Financial Promotions, Recognition Programes, Fringe benefits, Expense accounts, Perks)</p> <p>Factors influencing the motivation of a sales person</p> <p>Personal factors, Environmental conditions and Organizational policies.</p>	<p>Sales and Distribution Management Tapan K. Panda & Sunil Sahade</p> <p>Sales Management Richard Still, Edward Cundiff & Norman Govoni</p>	

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

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

Forth Semester

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	Entrepreneurship development and Project management	4002	20	80	100	04	04	
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
	Total						22	

MANAGEMENT CONTROL SYSTEM

Subject Code:4001

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Objectives

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

Expected Outcome:

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

Module 1		5 Hours
Introduction to MCS		
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.	Reading Material	Pedagogy
	Robert N. Anthony and Vijay Govindarajan: Management Control Systems Tata Mc Graw Hill Publishing Company Ltd., New Delhi- 8/e	Classroom discussion and Assignment
Module 2		15 Hours
Responsibility centers		
Responsibility Center Concept - Types of Responsibility Centers. Evolution of various models of Responsibility Centers, Cost Centers. Profit Center with special reference to Transfer Pricing Problems. Investment Center with special reference to Problem on measurement of Investment, Importance of Behavioral Aspects of Management Control	Robert N. Anthony and Vijay Govindarajan: Management Control Systems Tata Mc Graw Hill Publishing Company Ltd., New Delhi- 8/e	Classroom discussion, Assignment and Numerical Exercises
Module 3		20 Hours
Budgetary control system		
Budgetary Control System - Types of Budget, Zero Based Budgeting, Performance Budgeting, Flexible Budgets, Special Problems related to Behavioral Aspects. (Participation, Procedure,	Cost & Management accounting- M. N. Arora	Classroom discussion Assignment, and Numerical Exercises

<p>Authorization, System and Manual) Standard Costing and Variance Analysis(Labor & Material Variance): Need for setting standards-development of standards for material and labor costs-variance analysis– breakup of material and labor cost variances</p> <p>Ideal Reporting System - Budget Reporting. Estimation in Reporting, Financial Reporting, Project Reporting, difficulties in Reporting, Nature of Economic Reporting.</p>		
Module 4		10 Hours
Financial control in NGOs NPOs		
<p>Financial Control and Reporting in Non-Profit and Non-Government Organizations, Multi-National Organizations and Service Organizations, Scope, Characteristics, Non-Monetary Output Measurement</p>	<p>Robert N. Anthony and Vijay Govindarajan: Management Control Systems Tata Mc Graw Hill Publishing Company Ltd., New Delhi- 8/e, Pradip Kumar Sinha, Mgmt Control System</p>	<p>Classroom discussion and Assignment</p>
Module 5		10 Hours
Management Control of Projects		
<p>Management Control of Projects: Nature, Planning, execution and evaluation.</p>	<p>Robert N. Anthony and Vijay Govindarajan: Management Control Systems Tata Mc Graw Hill Publishing Company Ltd., New Delhi- 8/e, Pradip Kumar Sinha, Mgmt Control System</p>	<p>Classroom discussion and Assignment</p>

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
3. Cost & Management accounting- M. N. Arora

Additional Reading:

1. Case study on MCS

Entrepreneurship Development and Project Management

Subject Code:4002

Credits: 04

Contact Hours: 60

Hours/ Week:04

External Marks: 80

Internal Marks: 20

Objectives:

1. To understand the role of entrepreneurship in socio-economic transformation.
2. To introduce the students to the project planning & analysis & help them to analyze project feasibility.

Expected Outcomes:

1. To be able write a Business Plan & Detailed Project Report (DPR)

Module 1		15 Hours
Introduction to Entrepreneurship		
Concept and Evolution of Entrepreneurship, Role and Importance of Entrepreneurship in economic development, Entrepreneurship as a Career, Entrepreneurial Competencies, Types of Entrepreneurs, Factors affecting Entrepreneurship Development, Entrepreneurial Environment (Global and Domestic), Effectual Entrepreneurship and EDP	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	
Module 2		10 Hours
Establishing a Venture		
Business Idea and Opportunity, SWOT analysis, Idea Generation and Idea Lab, Identification of Business Opportunity and Business Opportunities in India, Design thinking and Business model canvas, Steps in setting up and Enterprise	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	
Module 3		15 Hours
Project Planning, Analysis & Selection		
Project life cycle, classification of project, capital Investments, phases of capital budgeting, facets of project analysis: market analysis, technical analysis, financial analysis, economic & ecological analysis. Project feasibility study, Resource allocation, Project selection: PBP, ARR, NPV, IRR, BCR, The Cost of capital (numerical exercises).	Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.	
Module 4.		10 Hours
Project Financing, Implementation & Review		
Financing of Projects, Debt, Angel, Mudra, Venture capital and Private equity, Project management, Network techniques for Project Management, Project Scheduling, Network techniques, PERT &	Prasanna Chandra, Projects: Planning, Analysis, Selection,	

CPM, (numerical exercises), Preparation of Business Plan & Detailed Project Report.	Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.	
Module 5		10 Hours
Institutional Support for Entrepreneurship Development		
State Level and Central Level Institutions like: DIC, TCO, SIDBI, IDBI, CEDOC, Standup India, Startup India, Make In India, EDII, Financial institutions, Discussion on Successful, failed. Sickness in enterprises, Turnaround Entrepreneurial Venture	Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.	

Essential Reading:

3. Poornima Charantimath, Entrepreneurship development and small Business Enterprise -3/e Pearson, 2019.
4. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation & Review-8/e, Mc Graw Hill, 2017.

Suggested Reading:

4. Robert Hisrich, et.al., Entrepreneurship- 9/e Mc Graw Hill Education, 2014
5. R Panneerselvam & P Senthilkumar, Project Management, Eastern Economy Edition, PHI, 2009
6. S Choudhury, Project Management, TMH, 2008.

STUDIES IN INDIAN VALUES AND MANAGEMENT

Subject Code:4003

Credits: 02

Contact Hours: 30

Hours/ Week:02

External Marks: 40

Internal Marks: 10

Objective:

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 evolves as better citizens

Module 1	10 hours
<p>Introduction to Values: Indian Values, Global Values, Corporate Values</p> <p>Indian Values: Empathy, Sensitivity, Tradition, Peace, Humility, Economy, Sacrifice, Patriotism, Spirituality, & Respect</p> <p>Corporate Values: Achievement, Independence, Corporate Social Responsibility, Trust, Appreciation, Agree to Disagree, Adaptability, Commitment, Harmony, & Excellence</p> <p>Global Values: Health, Environment, Freedom, Equality, Fraternity, Diversity, Happiness, Unity, Honesty, & Humanity</p>	
Module 2	10 hours
<p>Comparative study of Traditional and Modern Management ethos, Eternal Indian/Universal values: Patriotism (Art/Dance/Music/Dress/Food/etc), Work is Worship (May1/Professionalism/etc),Empathy/Sensitivity/Flexibility,Sacrifice,Social Commitment (Society, Environment)</p>	
Module 3	10 hours
<p>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: Learning from Works and Thoughts of Chanakya, Lord Basaveshwara, Mahavira, Gautama Buddha, Swami Vivekananda, Mahatma Gandhi, Dr. B.R. Ambedkar, APJ Abdul Kalam, Mother Teresa and JRD Tata. Concepts and Application. (any three to be selected)</p>	

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)

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	Corporate Financial Restructuring	4002	20	80	100	04	04
2	Insurance Management	4003	20	80	100	04	04
3	International Financial Management	4004	20	80	100	04	04
4	Management of Mutual Funds	4005	20	80	100	04	04
5	Merchant Banking & Financial Services	4006	20	80	100	04	04

CORPORATE FINANCIAL RESTRUCTURING

Subject Code: 4004

Credits: 04

Contact Hours: 60

Hours/ Week: 04

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.

COURSE OBJECTIVES:

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

Module 1		12 Hours
Introduction to Corporate Financial Restructuring		
Concept; Corporate Financial Restructuring in India; Corporate Financial Restructuring as Business Strategy; Objectives; Need	Reading Material	Pedagogy
	Mergers, Acquisitions and Corporate Restructuring by <i>Patrick A. Gaughan, Wiley</i>	Classroom Teaching
Module 2		12 Hours
Merger Types and Regulation		
Merger : 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	Value Creation from Mergers & Acquisitions by <i>Sudi Sudarsanam</i>	Classroom Teaching, Case Study on various merger combinations
	Mergers, Restructuring & Corporate Control by <i>F Weston, Kwang S C, Susan E H</i>	
	Valuation for Mergers Buyouts & Restructuring by <i>Arzak</i>	
Module 3		12 Hours
Tools of Corporate Financial Restructuring		
Buyback of Shares : Concept; Reasons; Methods; Legal Framework & Buyback : Companies Act 2013, SEBI Buyback Regulations, Accounting Requirements; Share	Company Law & Practice – <i>Taxmann</i>	Classroom Teaching, Presentations and Assignment
	Mergers, Acquisitions and Corporate Restructuring by	

<p>Buyback scenario in India, Disinvestment : Concept; Reasons; Methods : Offer for Sale to Public at a Fixed Price</p> <p>& 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</p>	<p><i>Patrick A. Gaughan, Wiley</i></p> <p>Merger, Acquisitions & Corporate Restructuring by <i>Chandrasekhar K & Viswanathan. S.R</i></p>	
Module 4		12 Hours
ESOP, ESPP, Companies Act 2013 and Income Tax Issues		
<p>Tools of Corporate Financial Restructuring – Part III</p> <p>Employees Stock Option Plan : Concept; Reasons; Types : ESOS, ESPP, Compensation Plans, Incentive Plans, Stock Appreciation Rights, Phantom ESOPs etc.; Issue Procedure; Legal Framework & ESOP: SEBI (ESOS & ESPP) Guidelines, Companies Act 2013, Income Tax Issues</p> <p>Repayment of Loans, Repaying Deposits to Public & Redemption of Debentures: Timing & Quantum Decision; Reasons; Procedure; Legal Framework; Income Tax Issues</p>	<p>Company Law & Practice – <i>Taxmann</i></p> <p>Mergers, Acquisitions and Corporate Restructuring by <i>Patrick A. Gaughan, Wiley</i></p>	<p>Classroom Teaching, Presentations and Assignment</p>
Module 5		12 Hours
Raising Additional Funds through various Instruments		
<p>Raising Additional Fund through New Issue of Equity, Debentures, ADR & GDR : Timing & Quantum Decision, Cost of Issue, Procedure, Impact on Stakeholder & Measurement, Legal Framework</p>	<p>Mergers, Acquisitions and Corporate Restructuring by <i>Patrick A. Gaughan, Wiley</i></p> <p>Mergers, Restructuring & Corporate Control by <i>F Weston, Kwang S C, Susan E H</i></p>	<p>Classroom Teaching, Assignment and Case Study</p>

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:4005

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

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.

COURSE 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

Module 1		12 Hours
Concept of Insurance & Risk Management		
Concept; How Insurance functions; Insurance Act,1938; Insurance Regulatory & Development Authority Act; The role of Lloyds; 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 Indian insurance Market – Reforms and Development.	Reading Material	Pedagogy
	“Insurance Products” Course Material of Indian Institute of Banking & Finance, Published by- Taxman Publications Pvt. Ltd.	Classroom Teaching, Guest Lecture by Manager of Insurance Company
Module 2		12 Hours
Life Insurance		
Concept; Principles; Financial Planning; Types of Life Insurance Policies; Life Insurance Premium & Tax Benefits	“Fundamentals of Insurance”	Comparison of Life Insurance Policies of Public and Private Insurance Companies
	Published by Insurance Institute of India, Mumbai. “Insurance Products” Course Material of Indian Institute of Banking & Finance, Published by- Taxman Publications Pvt. Ltd.	
Module 3		12 Hours

General Insurance		
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)	“Insurance Products” Course Material of Indian Institute of Banking & Finance, Published by- Taxman, New Delhi	Classroom Teaching, Mini Project on General Insurance
Module 4		12 Hours
Personal and Liability Insurance		
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	“Elements of Banking and Insurance” by Jyotsna Sethi&Nishwan Bhatia Published by- PHI Learning Private Limited, Delhi	Classroom Teaching and Assignment
Module 5		12 Hours
Insurance Intermediaries & Customer Protection		
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; LokAdalat&JaldRahatYojana; Coinsurance; Reinsurance; Hit and Run Cases; Insurance Advertisements & Disclosure Regulations, 2000; Protection of Policy Holders Interest Regulations, 2002; Third Party Administrators (TPA);	Elements of Banking and Insurance” by Jyotsna Sethi&Nishwan Bhatia Published by- PHI Learning Private Limited, Delhi www.irdai.gov.in www.iiisla.co.in http://www.actuariesindia.org/ http://niapune.org.in/	Classroom Teaching and IRDA Certification

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: 4006

Credits: 04

Contact Hours: 60

Hours/ Week: 04

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

COURSE 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.

Module 1		12 Hours
Introduction To IFM		
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	Reading Material	Pedagogy
	International Finance Management - <i>Eun & Resnick</i> International Finance Management, <i>T. Siddaiah, Parson</i>	Classroom Teaching and Discussion on BoP- from RBI Website
Module 2		08 Hours
International Monetary System		
Evolution; Economic and Monetary Union; IMF; World Bank; ADB	International Finance Management - <i>Eun & Resnick</i>	Classroom Teaching
Module 3		14 Hours

International Financial Markets and Instruments		
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.	International Finance Management - <i>Eun & Resnick</i> International Financial Management, <i>Jeff Madura</i> International Financial Management, <i>Apte</i>	Classroom Teaching, Assignment, Case Study on Issue and Management of ADR, GDR, IDR.
Module 4		14 Hours
Exchange Rates		
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	International Finance Management - <i>Eun & Resnick</i> International Finance, Theory & Practice, <i>V.A. Avadhani</i>	Classroom Teaching, Group Assignment, NISM Certification on Currency Derivatives Module
Module 5		12 Hours
International Capital Budgeting		
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.	International Finance Management - <i>Eun & Resnick</i> International Finance Management, <i>T. Siddaiah, Parson</i> Multinational Financial Management, <i>Alan C. Shapiro, John Wiley</i>	Discussion and Case Study

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

Essential Reading:

1. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill
2. International Finance Management, T. Siddaiah, Parson
3. 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:4007

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

This course is designed for students who wish to make 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.

COURSE OBJECTIVES:

1. To help students to gain knowledge on dynamics of Mutual Fund Sector in India
2. To familiarize students with latest developments in Mutual Fund industry in India

EXPECTED OUTCOME:

1. The students are expected to understand the financial planning through Mutual Fund.

Module 1		12 Hours
Introduction to Mutual Fund		
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	Reading Material	Pedagogy
	Indian Mutual Funds Handbook, SundarSankaran, Mutual Funds in India, Joydeep Sen,	Class room discussion, Assignments
Module 2		12 Hours
Mutual Fund Players and Regulatory Environment		
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	Indian Mutual Funds Handbook, SundarSankaran, NISM Distributors Workbook	Class room discussion, Assignments
Module 3		12 Hours
Mutual Fund Investment		
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	Indian Mutual Funds Handbook, Sundar Sankaran, NISM Distributors Workbook	Class room discussion, Assignments

Obligations		
Module 4		12 Hours
Financial Planning through Mutual Fund		
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	Indian Mutual Funds Handbook, SundarSankaran, NISM Distributors Workbook Mutual Funds in India, Joydeep Sen,	Class room discussion, Assignments Numerical exercises
Module 5		12 Hours
Evaluation of Mutual Fund Schemes		
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 Alpha, Sharp Ratio, Treynor Ratio, Sortino Ratio Return on Risk Adjusted Capital CRISIL Rating and Ranking - SEBI Disclosure Norms on Return	Indian Mutual Funds Handbook, SundarSankaran, Mutual Funds in India, Amitabh Gupta	Class room discussion, Assignments Numerical exercises

Essential Reading:

1. Indian Mutual Funds Handbook-A Guide for Industry Professionals and Intelligent Investors by SundarSankaran, 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 DeepaVenkatraghvan,
3. Prosperity through Mutual Funds by Arvind Paranjpe, TejalPrakashan
4. Mutual Funds in India: A Study of Investment Mgt. by Amitabh Gupta, Anmol Publications
AMFI Study Material

MERCHANT BANKING AND FINANCIAL SERVICES

Subject Code:4008

Credits: 04

Contact Hours: 60

Hours/ Week:04

External Marks: 80

Internal Marks: 20

This course is designed for students who wish to pursue a career in merchant banking and financial services sector. The course is structured to help the students to understand the basic of merchant banking activities and various financial services offered by merchant banks and other non banking financial institutions.

COURSE OBJECTIVES:

1. To provide an understanding of the functioning of merchant banks
2. To provide an understanding of the financial services
3. To understand the role of financial services in overall financial system.

EXPECTED OUTCOME:

1. The purpose of this course is to equip the students with the knowledge of merchant banking and to familiarize the students with financial services.

Module 1		08 Hours
Introduction to Merchant Banking		
Merchant Banking: Definition, Type, Functions of merchant banking, Regulatory framework, Merchant banker's code of conduct.	Reading Material	Pedagogy
	<i>Ref book: Financial services and system Dr. Gurusamy</i>	Classroom Teaching
Module 2		14 Hours
Leasing and Hire purchase		
Leasing: Concept and classification of leasing, Advantages / Disadvantages of leasing, Tax aspects of leasing (Income tax and sales tax aspects), Financial evaluation of leasing: Net advantage of leasing, Present value method, Structuring of lease rentals Hire Purchase: Meaning and characteristics, Hire purchase agreement, Comparison of HirePurchase with Credit sale, Installment sale and Leasing, Tax aspects of hire purchase. Financial evaluation. Difference between Leasing and Hire purchase, Problems on leasing v/s hire purchase.	<i>Ref book: Financial services, MY Khan.</i>	Classroom Teaching and Assignment

Module 3		12 Hours
Factoring and Forfeiting		
<p>Factoring: Theoretical framework, functions, Types of Factoring mechanism, advantages, Factoring v/s bill discounting, Factoring in India. Problems on factoring.</p> <p>Forfeiting: Advantages and evaluation, characteristics, benefits, difference between factoring and forfeiting, forfeiting in India</p>	<p><i>Ref book:</i> <i>Financial services, MY Khan.</i></p>	<p>Classroom Teaching, Case Study/Assignment</p>
Module 4		12 Hours
Credit Rating and Securitization		
<p>Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies. <i>Ref book: Financial services, MY Khan.</i></p> <p>Securitization: Meaning, Features, Special Purpose Vehicle, asset securitization, asset characteristics, Application and Benefits of Securitization, Issues in Securitization.</p>	<p><i>Ref book:</i> <i>Financial services and system Dr. Gurusamy</i></p>	<p>Classroom Teaching, Case Study/Assignment</p>
Module 5		12 Hours
Housing Finance, Consumer Finance, Credit Cards and Other Financial Services		
<p>Housing Finance: Models of Housing projects, Housing finance in India(issues, growth factors) , Housing Finance Assistance, Housing Finance Institutions, Mortgage Backed securities and Reverse Mortgage)</p> <p>Consumer Finance: Definition, types, sources of consumer finance, mode, demand, products covered for consumer finance, terms of finance, consumer finance insurance, consumer credit scores, Advantages of consumer finance, Hire purchase system, Installment credit system.</p> <p>Credit Cards: Features of Credit Card, Facilities and services, Classification of credit cards, innovative cards, credit card cycle, credit card structure, credit card and ecommerce, benefits of credit cards</p> <p>Other Financial Services:Wealth Management Services, Foreign Exchange Services, Private Equity, Venture Capital, angel Investment</p>	<p><i>Ref book:</i> <i>Financial services and system Dr. Gurusamy</i></p> <p><i>Ref book:</i> <i>Financial services and system Dr. Gurusamy</i></p>	<p>Assignment and Guest Talk by Manager of Housing Finance Corporation</p>

Recommended Books:

1. Financial services, MY Khan, Mc Graw Hill.
2. Financial services and system Dr. Gurusamy, Tata McGraw Hill

Reference Books and Materials:

1. Indian Financial System – Bharati V. Pathak, Pearson Education
2. Financial Markets and Services – Gordon & Natarajan, Himalaya publishing.
3. Indian Financial System – Machiraju, Vikas, 2010

HUMAN RESOURCES MANAGEMENT

COMPENSATION MANAGEMENT

Subject Code:4009

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Description

Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions.

COURSE OBJECTIVES:-

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of payment and employee benefits issues for different categories of employees including executives, contract and contingent workers.
- To understand the legally required employee benefits.
- To learn some of the implications for strategic compensation and tax planning

COURSE LEARNING OUTCOMES:-

After completion of the course the student is expected to :-

- State the significance of employee benefits to both employers and employees
- Evaluate a benefits package that supports the organization's strategy in line with HRM cost-containment policies and practices and Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the work force, and comply with the legal framework
- Explain their understanding of the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits
- Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labor market
- Understand tax planning

Module 1		12 Hours
COMPENSATION AND WAGE DETERMINATION		
Introduction to Compensation and Rewards and Objectives Introduction to Framework of Compensation Policy Labor market characteristics and pay relatives. Components of Remuneration Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration rules; Introduction to Factors Influencing Wage and Salary	Reading Material	Pedagogy
	Articles in Human capital , Citehr Ask students to watch videos on Introduction to Compensation.	Lecture and Discussion Videos , Lectures and Discussions

Structure and Principles of Wage and Salaries Administration; Minimum, Fair and Living Wage, pay equity compensation budgeting, pay range (band)		
Module 2		12 Hours
WAGE DIFFERENTIAL AND JOB EVALUATION		
Introduction to the Theory of Wages Introduction to Basic Kinds of Wage Plans Introduction to Wage Differentials & Elements of a Good Wage Plans Introduction to Institutional Mechanisms for Wage Determination Job Evaluation :- Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods		Videos , Lectures and Discussions
Module 3		12 Hours
WAGE INCENTIVES AND PROFIT SHARING		
Introduction to Classification of Rewards; Incentive Payments and its Objectives. Wage Incentives in India; Types of Wage Incentive Plans; (The Halsey System, The Rowan System, the Bedaux Point System) Determinants of Incentives; Prevalent Systems & Guidelines for Effectives Incentive Plans; Non- Monetary Incentives – objectives , types , prevailing practicing Equity and Bonus; Profit Sharing & Stock Options; Features of Fringe Benefits, Coverage of Benefits; Employee Services & Fringe Benefits in India	Compensation Management By Dipak Kumar Bhattacharya	Videos, Lectures and Discussions and Presentations by students Survey by students of local industries if possible Read compensation surveys by Hewitt, Gallup ,etc and discuss the same
Module 4		12 Hours
BENEFIT PROGRAMS AND EXECUTIVE COMPENSATION		
Introduction to Benefit Programs; Management & Administration of Benefits & Services; Introduction to Compensation Survey & Methodology; – Development of Base Pay Systems Executive Compensation, , Planning Compensation for Executives & knowledge Workers, Cafeteria Style of Compensation	Read compensation surveys by Hewitt, Gallup, etc. and discuss the same Strategic Compensation: A Human Resource Management Approach Paperback – 1 Jan 2018 by J. Martocchio Joseph	Videos, Lectures and Discussions and Presentations by students Survey by students of local industries if possible
Module 5		12 Hours
LEGALISTIC FRAMEWORK FOR WAGE DETERMINATION AND TAX PLANNING		

Tax Planning; Taxable Income , Tax planning as per IT Act	Basic Concepts and important features of the act from a HR manager’s perspective (not necessary to know sections of the act, etc.)	Simple problems on gross pay, net pay, taxable income, calculation of gratuity and bonus.
Payment of Wages Act and Minimum Wages Act , calculation of minimum wage , CPI		
Payment of Gratuity Act, 1972, Payment of Bonus Act, 1965, Pay role administration, NPS		

Suggested Books for MBA Compensation Management

1. Compensation Management Paperback –, 2014, Dipak Kumar Bhattacharyya
2. Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio
3. Performance Appraisal, And Compensation Management, Dewakar Goel PHI Learning, New Delhi.
4. Compensation – George T. Milkovich
5. Compensation Management in a knowledge-based world – Richard I. Henderson
6. The Compensation Handbook, Sixth Edition: A State-Of-The-Art Guide to Compensation Strategy and Design – Lance A. Berger
7. Compensation planning, George T Milkovich & Jerry Newmann, McGraw Hill Publication
8. Compensation and reward management, B. D. Singh, Excel Publication

TEACHING AND LEARNING RESOURCES

- HR Magazines-Human Capital, People Matters,
- HR Journals
- News Paper Articles/Videos related to Performance Management System
- www.shrm.org

PRACTICAL COMPONENT

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)

PEDAGOGY:

Lectures, Assignments, Projects, Workshop by Industry Expert and Seminars

ORGANIZATION DEVELOPMENT

Subject Code: 4010

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

INTRODUCTION

Present day organizations are operating in a continuously changing environment where business practices have to be dynamic due to economic and market fluctuations. So, it is important to understand the concept of change in business organizations from both internal and external environment perspective. Managing change will involve various Organization Development (OD) interventions starting from strategic to human resource interventions.

OBJECTIVES

The course helps students understand the field of Organization Development (OD) and various OD interventions. The course also helps students to understand how OD interventions help organizations to positively work on the impact of fast changing business environment

LEARNING OBJECTIVES

- To understand the basic concept and models of Planned Change
- To understand the field of Organization Development
- To know the application of OD interventions

LEARNING OUTCOMES

After completion of the course the student

- Would be able to appreciate how organizations go through the process of change and cope up with change by applying Organization Development interventions.
- Would be exposed to the world of OD consulting and career opportunities in the field of OD

Module 1		15 Hours
Introduction to Planned Change		
Nature, Forces, and Types of Change	Reading Material	Pedagogy
Models of Planned Change: Kurt Lewin's Change Model Action Research Model General Model of Planned Change	<p>1. Management of Organizational Change: Leveraging Transformation by K Harigopal</p> <p>2. Organization Development and Change by Cummings & Worley, Cengage Learning Publication</p> <p>3. <i>Organization Development: Behavioral Science Interventions for Organization Improvement</i> by Wendell L. French, Cecil Bell. Prentice Hall Publication</p>	Lecture Discussion Case Studies
Module 2		10 Hours
Introduction to Organization Development (OD)		
Overview of the Field of OD, Brief History, Definition, evolution and relevance of OD, OD models.	<p>1. <i>Organization Development: Behavioral Science Interventions for Organization Improvement</i> by Wendell L. French, Cecil Bell. Prentice Hall Publication</p> <p>2. Organization Development and Change by Cummings & Worley, Cengage Learning Publication</p>	Lecture Discussion
Module 3		10 Hours
Organization Development Interventions		
An Overview of OD Interventions Classification of OD Interventions * Team Interventions * Intergroup and Third Party Interventions *Structural Interventions *Training Experiences- Coaching, Mentoring, Behavioural Modeling, T-Group	<p>1. <i>Organization Development: Behavioral Science Interventions for Organization Improvement</i> by Wendell L. French, Cecil Bell. Prentice Hall Publication</p> <p>2. Organization Development and Change by Cummings & Worley, Cengage Learning Publication</p>	Lecture Videos Case study Article Review

Module 4		15 Hours
Applications of OD		
Managing OD Process- Competencies of successful OD Practitioners Ethics in OD Field-Issues and Challenges	1. Organization Development and Change by Cummings & Worley, Cengage Learning Publication	Lecture Discussion Case Studies
Module 5		10 Hours
Future of Organization Development		
OD as Consulting field for Organization Transformation OD practices in different types of organizations Contemporary trends in the context of OD	1. <i>Organization Development: Behavioral Science Interventions for Organization Improvement</i> by Wendell L. French, Cecil Bell. Prentice Hall Publication 2. Organization Development and Change by Cummings & Worley, Cengage Learning Publication	Lecture Discussion Case Studies

RECOMMENDED READINGS

- Organization Development and Change by Cummings & Worley, Cengage Learning Publication
- *Organization Development: Behavioral Science Interventions for Organization Improvement* by Wendell L. French, Cecil Bell. Prentice Hall Publication
- Management of Organizational Change: Leveraging Transformation by K Harigopal, Sage Publication
- Change Management-A guide to effective implementation by Robert A Paton, James McCalman, Sage South Asia edition, Sage Publication

EMPLOYEE LEGISLATION

Subject Code:4011

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

This course serves as an introduction into the field of employee legislations. Students will learn about evolution of legislation, various models of dispute resolution, issues in labour management cooperation, and differences and various legislations which cover the employees in organisations. To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part.

Course Objectives:

The course is intended to:

- Provide students with knowledge of labour laws, especially the nature and scope of labor law, the rationale of labor laws in organizations, the international labor organization, the labor laws India, occupational hazards and risk, and managing employee relations at work.
- To examine the theoretical aspects, problems and issues in arbitration and bargaining and models of bargaining and arbitration.
- To equip the students of HR with the adequate legal knowledge required to manage discipline , conflict management and separation in Industries

Learning Outcomes

By the end of this course, students should be able to understand

- The nature and scope of labor laws in India
- The rationale of labor laws in organizations
- Social Security and Labour welfare from an Indian perspective.
- Strategies to manage employee conflicts ad behaviour

Intellectual, practical and transferable skills

- Problem solving skills Analytical Team work and Communication

Module 1		10 Hours
LABOUR LEGISLATION – INTRODUCTION AND CONTEXT		
LABOUR LEGISLATION	Reading material	Activity
Indian Constitution .Fundamental Rights. Articles of the Constitution on which labour legislation has been framed. Labour legislation in India – Social security and welfare legislations How legislations are formed - Role of ILO New Labour Code	Industrial Relations, Trade Unions and Labour Legislation, Jun 2017 by P.R.N. Sinha Indu Bala , Shekhar Seema Priyadarshini	Organizing seminar to understand the significance of Indian Constitution- invite constitutional expert

Module 2		14 Hours
INDUSTRIAL RELATIONS		
INDUSTRIAL RELATIONS ✓ Role of employee, government and employer in IR ✓ Trade Unions – registered and recognised, problems of trade unions in India ✓ Trade Unions Act, 1926 ✓ Participative Management Collective Bargaining ✓ Functions of Labour department in Karnataka, officers under the Department and their duties and responsibilities.	Industrial Relations, Trade Unions and Labour Legislation, Jun 2017 by P.R.N. Sinha Indu Bala , Shekhar Seema Priyadarshini	Study Industrial Relations practices of various organisation
Module 3		14 Hours
MANIFESTATION OF DISPUTES AND RESOLUTION		
INDUSTRIAL UNREST ✓ Industrial Conflicts , Causes of Industrial Conflicts and manifestation <ul style="list-style-type: none"> • Layoff • Closure • Retrenchment • Strike ✓ Standing Orders & Grievance Procedure – certification of certification orders ✓ The Industrial Employment (standing orders) Act, 1946 ✓ Dispute resolution <ul style="list-style-type: none"> • The Industrial Disputes Act, 1947 • Concept of Industry and workman • Dispute Resolution Methods & Machinery <ul style="list-style-type: none"> ○ Mediation ○ Investigation ○ Conciliation ○ Arbitration ○ Adjudication 	Industrial Relations, Trade Unions and Labour Legislation, Jun 2017 by P.R.N. Sinha Indu Bala , Shekhar Seema Priyadarshini Labour and Industrial Law with Latest Amendments in English by Ravi Shinde , 2018	Case studies of major strikes and measures taken to deal with them in India Cases of Maruti Suzuki , Bajaj Motors , Toyota and Honda would throw great light on causes and role of the 3 actors of IR in industrial unrest Draft standing orders
Module 4		10 Hours
RIGHTS AND DUTIES OF EMPLOYEES AND EMPLOYERS		
Drafting employment contracts, appointment orders. Wage legislations, <ul style="list-style-type: none"> • Payment of wages Act, • Minimum Wages Act, Introduction to the concept of Gratuity and Bonus <u>(not the act)</u>	(only salient features of the act - brief overview) Labour and Industrial Law with Latest Amendments in English by Ravi Shinde , 2018	Compiling employment contracts of various organizations Drafting a model employment contract Studying Salary Slips and its components
Module 5		12 Hours
LABOUR WELFARE AND SOCIAL SECURITY		

<p>Labour Welfare and Social Security SOCIAL SECURITY- ✓ Objectives and Types Of Social Security</p> <ul style="list-style-type: none"> • ESI Act (full act) • Workmen’s compensation Act • Employees Provident Fund and Miscellaneous Provisions Act <p>✓ Sexual Harassment of women at workplace Act (Visaka Guidelines) ✓ Maternity Benefit Act 1961, (full act)</p> <p>WELFARE LEGISLATION Labour Welfare – Meaning and types, The Factories Act 1948 Contract Labour (Regulation and Abolition Act – 1970, Shops and Commercial establishments Act,</p>	<p>(only salient features of the act - brief overview)</p> <p>Bare ACTS</p> <p>Compliances Under Labour Laws - A User's Guide to Adhere with the Provisions Under Various Employment Related Acts, Sep 2017 by H L Kumar Labour and Industrial Law with Latest Amendments in English by Ravi Shinde , 2018</p>	<p>Online application to get PF, ESI numbers. Unique Numbers for employees (UAN) Online filing of returns</p>
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Recommended Books:-

Industrial Relations, Trade Unions and Labour Legislation, Jun 2017 by P.R.N. Sinha (Author), Sinha Indu Bala (Author), Shekhar Seema Priyadarshini

Compliances Under Labour Laws - A User's Guide to Adhere with the Provisions Under Various Employment Related Acts, Sep 2017 by H L Kumar

Labour and Industrial Law with Latest Amendments in English by Ravi Shinde , 2018

Industrial Relations and Labour Laws , by B. D. Singh

CAREER PLANNING AND DEVELOPMENT

Subject Code:4012

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Objectives: -

1. To provide the students with practical instruments, concepts, and skills that will enhance their understanding of self and the professional paths which best match their personal and professional aspirations.
2. To develop an understanding of career development program planning, organization, implementation, administration, and evaluation.
3. To conceptualize the interrelationships among and between work, family, and other life roles and factors including the role of diversity and gender in career development.

Course Expected Outcome: -

1. The students will gain an understanding of students' personality, interests, skills, values, and how these relate to occupational options
2. The students will be able to familiar with key career development theories
3. To help students to develop competency, knowledge and skills in the areas of self-confidence, motivation to achieve, decision making and problem solving, interpersonal effectiveness, communication, cross-cultural effectiveness, and responsible behavior.
4. Students will enhance students' knowledge of the world of work. Occupational alternatives will be generated through utilization of occupational resources and information interviews
5. The students will develop lifelong skills associated with career decision making and career management. Students will learn how to make self-appropriate occupational choices and set realistic occupational/educational goals.
6. Knows how to work collaboratively with the industry to promote the integration of the guidance and academic curriculum
7. Students will be an active agent in career/life planning process

Module - 1		12 Hours
CAREER AND CAREER MANAGEMENT		
Introduction: Career planning, concept, objectives, process Importance and Roles, Stages of career, Career Anchors, Career Management and Career Motivation, socialization and induction of new employees. Comparison of Traditional Career and Protean Career, The career management process, HR Manager's Role in Career Management. Early Career and Mid, career crisis and its management, Human Resources Audit: Scope, Characteristics and Process of HR audit, Human Resource Accounting	Reading Material Bhattacharya, Arun Sekhri www.citehr.com	Pedagogy Lecture Case study discussions On career management and identify career opportunities
Module - 2		12Hours
CAREER SUCCESSION PLANNING		
Succession Planning, Model of Succession Planning, Objectives, Challenges, Role of Culture in Succession Planning, Internal versus External Succession planning, Strategies for accelerating development for succession. 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. 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. Contingency plan for talent, building reservoir of talent, Assessment centers-concepts, importance and uses.	Berger, L. A. and Berger, D. Access various company website to gather the data	Lecture Case study interaction on career management and identify career opportunities Discussions on Collect and Analyse the company data on Talent
Module - 3		12Hours
CAREER COUNSELLING		
Career Counselling, Meaning, Definition, Nature and Scope, Importance, Types, Career Counselling with Diverse Population- Career Counselling for Women –Ethics of Career Counselling. Educational and Occupational Guidance Services - Group	Gideon Arulnagmani and Cramer.L Herr. & Niles.G.	Lecture Using social media to develop career

Guidance Services - Counselling Services - Support Services- Placement Services - Follow-up Services Role of Counsellor in Professional Development	Spencer	succession planning, Role Play and Counselling Session
Module - 4		12 Hours
CAREER DEVELOPMENT PROCESS AND COMPETENCY DEVELOPMENT		
Career Development Process: Myths/dysfunctional thinking; Factors influencing career choice - Family, sexual orientation, Gender, significant events, Culture, role models and peers. Career Development Models– Designing Effective Career Development Systems – Competencies and Career Management –Competency Mapping Models – Equity and Competency based Compensation. Interrelationships among lifestyle, work place, and career planning are explored. Career development theories; occupational educational and personal/social information sources and delivery systems; and organization of career development. Need for development, management development program – career development program – counseling evaluation of programs – job evaluation – methods and techniques.	Goldstein Irwin L Dave Ulrich, Wayne Brockbank, Arthur K. Yeung, and Dale G. Lake and Research articles, conference proceedings and company websites	Lecture, Case Discussions and Exercises Conducting Career Talk, Career Awareness, Career Day and Career Exhibition.
Module - 5		12Hours
PRACTICAL ASPECTES IN CAREER AND DEVELOPMENT		
Career decision-making process and factors that contribute to finding a good career fit. Identify students preferences, values, interests and talents and learning how those relate to students career choices Exploring Career Opportunities Explore career fields and resources. Gap Analysis: career fields and positions of interest, Review of students skills, knowledge and experience, Map out a plan to gain those skills/expertise.	Niles, S. G., & Harris-Bowlsbey, J. and Industry reports,	Lecture Field work, brain storming session with industry experts and Using Computer lab and social media

Pedagogy:

Class Lecture, Group Discussion, quiz, Counselling session Case Studies, live projects, Brainstorming Group and Individual presentation, use of animation, video clips and Reading and review of Magazines.

Activities:

12. Case studies, assignments, role plays, business games and simulation
13. Brain Storming session with Industry experts and interactive session and Mini-Projects.
14. Students are expected to visit the various industries and search potential job opportunities for career choices in manufacturing, service sector and Entrepreneurship choice.
15. Students are expected to understand Industry expectation and job specification
16. Identify various skills requirements, knowledge and gap analysis

Recommended Books:

1. Human Resource Planning, Bhattacharya, EB
2. Human Resource Planning and Audit, Arun Sekhri, HPH
3. Strategic Human Resource Planning, Vivek Paranjpee, Allied
4. Strategic Human Resource Planning, Belcourt and Mc Bey, Cengage
5. Zunker, V.G. (2012). Career counseling: A holistic approach (8th ed.). Pacific Grove, CA: Brooks/Cole. ISBN-10: 0840034350 ISBN-13: 9780840034359
6. Strategic Staffing, Phillips, Gully, Pearson
7. Patton, W. & McMahon, M.L - 2nd edition - (2006) -Career development and systems theory: Connecting theory and practice - Rotterdam: Sense Publishers
8. Swanson, J. L., & Fouad, J. A - (1999) - Theory and practice: Career Learning through case studies - Thousand Oaks CA – Sage Publications.
9. Sharf, R. A - (3rd Ed) - (2005). Applying career development theory to counselling. Wadsworth Publishing Co.
10. Dave Ulrich, Wayne Brockbank, Arthur K. Yeung, and Dale G. Lake (2018) Human Resource Competencies: An Empirical Assessment.
11. Goldstein Irwin L, Training in Organizations-Needs Assessment, Development & Evaluation, Wordsworth Publication.
12. Lynton & Parekh, Training for Development, Sage Publication.

13. Rao TV, Readings in HRD,Oxford & IBH.
14. Robert L.Craig, ASTD Training and Development , McGraw Hill Publication.
15. Dugan Laird- Approaches to Training and Development, Basic Books
16. Rao TV, Readings in HRD,Oxford & IBH.
17. Robert L.Craig, ASTD Training and Development , McGraw Hill Publication.
18. Dugan Laird- Approaches to Training and Development, Basic Books

Suggested Readings

1. B.Taylor & G.Lippitt: Management Development and Training Handbook.
2. William E.Blank, Handbook for Developing Competency Based Training Programmes, Prentice-Hall, New Jersey.
3. David A.DeCenzo & Stephen P.Robbins: Fundamentals of Human Resource Management.
4. Niles, S. G., & Harris-Bowlsbey, J. (2013). Career development interventions in the 21st century (4th Ed.). Upper Saddle River, NJ: Merrill Prentice Hall.

E-BOOKS

1. <https://www.pdfdrive.net/strategic-human-resource-management-e6137887.html>
2. https://www.buecher.de/shop/fachbuecher/strategic-human-capital-management-ebookpdf/ingham-jon/products_products/detail/prod_id/38114960/
3. <https://www.amazon.com/Strategic-Human-Capital-Management-Ingham/dp/0750681349>

MOOC

1. <https://alison.com/course/international-and-strategic-human-resource-management>
2. <https://bookboon.com/en/hrm-ebooks>
3. https://www.unece.org/fileadmin/DAM/stats/publications/HRMT_w_cover_resized.pdf

ONLINE RESOURCES

1. <https://advancesystemsinc.com> ›
2. www.hci.org
3. <https://www.shrm.org>

CONTEMPORARY ASPECTS OF HR

Subject Code:4013

Credits: 04

Contact Hours: 60

Hours/ Week:04

External Marks: 80

Internal Marks: 20

Objectives:-

- To facilitate the student to keep abreast with the dynamic practices of people management practices in organisations
- 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:

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

Module 1		10 Hours
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 issues in NSDC, National Occupation Standards. Contemporary challenges, with special emphasis on Outsourcing, Contingent Work force, GIG workers Decentralized Work Sites – WFH , Flexi time Employee Involvement, Corporate Downsizing, Working in shifts - impact on family, individual, consequences, etc.	Reading Material	Pedagogy
	Contemporary Human Resource Management: Text and Cases (2nd Edition) by Adrian Wilkinson	Faculty can also make use of Case studies, Research Papers and articles from blogs.
Module 2		10 Hours
Latest Trends in HRM		
An understanding of the meaning, evolution and role of the following in HRM Big Data, Data Scientist, Social Media Skills and Employer Branding, Generation Changes in the Workplace, Managing an aging Workforce, Inclusive Growth, SHRM Meaning, Importance and role in contemporary world.	Blogs, Research Papers Cases. Research Papers	Faculty can focus on HR analytics, Cases about Technology Intervention in HRM Case Studies if SHRM can be referred and studied (Example : Walmart)
Module 3		15 Hours

New Responsibilities of the HR Manager		
<p>Meaning, Objectives and Importance of Compliance Management, Role of the HR manager in Compliance Management, Global Fair Practices Compact, OSHA Best Practices in Compliance Management CSR Meaning, Objectives and Importance of CSR, Role of the HR manager in CSR Best Practices in CSR</p>	<p>Policy docs pertain to statutory Compliances (PF, PPF, ESI, Gratuityetc.) OSHA policy document and Stipulations Case studies, Research Papers</p>	<p>Faculty should analyse the contents of various policy documents Faculty should analyse the safety standards in India and Abroad Case studies on CSR practices of various companies</p>
Module 4		15 Hours
Employee Engagement and Commitment		
<p>Employee Engagement: introduction, Importance, Advantages. Key Ingredients, The Link Between Employer Practices and Employee Engagement, A Closer Look at Workforce Surveys, Designing Engagement Initiatives: Guidelines to Consider.</p>	<p>Case studies, Webinars conducted by NHRD, Guest Lectures by HR mangers Cases, Research papers Articles relating to VUCA world can be taught</p>	<p>Employee motivation and retention practices of various companies, HR policies of Organisations can be studied and analysed Glimpses of VUCA world can be given by faculty.</p>
Module 5		10 Hours
Contemporary Trends in HRM		

<p>Green HRM, Agility HR, Consumerization of HR Gamification of HR, M- learning Artificial Intelligence and Holistic Approach to HR</p>	<p>Latest Articles, HR Magazines TATA website Video based Learning</p>	<p>Exposure to latest information. App based learning of West Side – a TATA enterprise can be referred and studied Application of Artificial Intelligence in manufacturing plants of various car manufacturers can be studied</p>
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Recommended Books:

Contemporary Human Resource Management: Text and Cases (2nd Edition) by Adrian Wilkinson,
Employee Engagement and Commitment by Robert J. Vance, Ph.D.SHRM Foundation.
Human Capital

Websites:-

www.humancapitalonline.com

www.citehr.com

<https://www.researchgate.net>

<https://www.ssrn.net>

<https://www.forbes.net>

<https://www.shodhaganga.net>

<http://www.shrm.org>

<https://nsdcindia.org>

SUGGESTED PRACTICAL COMPONENT:-

- Case analysis and Presentations.
- 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.
- Document Best practices of companies related to all functions of HRM.

COMPETENCY BUILDING & PERFORMANCE MANAGEMENT

Subject Code:4013

Credits: 04

Contact Hours: 60

Hours/ Week:04

External Marks: 80

Internal Marks: 20

OBJECTIVES OF THE COURSE:

- To introduce the concept of Competency and its importance in enhancing organizational performance through people in the competitive business environment
- To learn how to map and profile competencies for a given position or job in an organization
- To introduce the concept of Performance Management
- To critically understand the elements of and challenges to Performance Management
- To understand the Performance Management Practices of different organizations

LEARNING OUTCOMES:

After completing the course, the student should be able to:-

- The students will understand the significance of Competency in an organization
- The students will be able to develop the competency model on their own
- The students will understand the theory of Performance Management
- The students will be able to discuss & develop the Performance Appraisal practices on their own

Module -1		15 Hours
Competency mapping		
	Reading Material	Pedagogy
Concept and Evolution of Competency; Difference between Competence and Competency; Types of Competency, Competency Models: Iceberg Model, Lancaster Model for Managerial Competency. Competency Assessment Tools- Self & Superior Assessment, 360 degrees feedback, Assessment Centre, Psychometric Tests & Interviews *Applications of Competency Mapping: Competency Based Human Resource Management, People Capability Maturity Model	Hand Book of Competency Mapping by Seema Sanghi, Competency Mapping by R. K Sahu, Excel Publication, *Competency Based HRM- by Ganesh Sherman-Tata McGraw Hill India Publication	Lecture Discussion Article Reviews

Module 2		10 Hours
Foundations of Performance Management		
Definition, Objectives, Functions, Characteristics, Prerequisites and benefits of Performance Management. Role of Performance Management in HRM	Performance Management by A. S Kohli & T. Deb	Lecture
Performance Management Process: Performance Planning-Goal Setting, Setting Performance Criteria, Setting Performance Standards, Concepts of Key Performance/Result Area.		Discussion Article Reviews
Module 3		15 Hours
Performance Appraisal		
Performance Appraisal-Trait based methods (Graphic Rating Scale, Mixed Rating Scale, Forced Choice Method, and Essay Method) Behavioural based methods (Critical Incident Method, Behavioral Checklist, Behavioural Anchored Rating Scale {BARS}, Behaviour Observation Scale) Result based methods (Management by Objectives {MBO}, Productivity Measures, Balance Scorecard). Designing Appraisal Form. Common Errors and bias in Performance Appraisal.360 Feedback, Appraisal Interviews, Performance Monitoring.	Performance Management by A. S Kohli & T. Deb	Lecture
		Discussion Article Reviews
Module 4		12 Hours
Implementing Performance Management		
Strategies for effective implementation of Performance Management. Issues in implementing Performance Management {Ethical, Cultural, Managerial and Legal Issues}. Role of HR Professionals in improving organizational Performance; Competencies required by HR Professionals for effective contribution in Performance Management Performance Counseling and Performance Counseling Skills.	Performance Management by A. S Kohli & T. Deb	Lecture
		Discussion Article Reviews
Module 5		8 Hours
Overview of contemporary practices in Performance Management		
Continuous Performance Management	Performance Management by A. S Kohli & T. Deb	Lecture
Electronic Performance Management System- Advantages & Disadvantages		Discussion Article Reviews

RECOMMENDED READINGS:

- Competency Mapping by R. K Sahu, Excel Publication
- Hand book of Competency Mapping by Seema Sanghi, SAGE Publications India Private Limited
- Performance Management by A. S Kohli & T. Deb, Oxford University Press
- 360 Degree Feedback & Performance Management System by T. V Rao- Excel Books

Other Readings:

- Performance Management by Prem Chadha, Macmillan India Ltd
- Performance Management by Srinivas R. Kandula, Prentice-Hall of India
- Performance Management- HBS Press
- Assessment Centers by Nitin Sawardekar-Response Books

TEACHING AND LEARNING RESOURCES

- HR Magazines-Human Capital, People Matters,
- HR Journals
- News Paper Articles/Videos related to Performance Management System
- www.shrm.org

PEDAGOGY AND ACTIVITIES:

1. Student Presentations/Article Reviews on PMS
2. Discussions on contemporary performance issues across various sectors (Education, Business, Government etc.)
3. The students can visit any organization to understand the Performance Appraisal Process and the students have to develop the Performance Appraisal Forms using various appraisal methods.

MARKETING SPECIALIZATION

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	4014	20	80	100	04	04
2	E-Marketing	4015	20	80	100	04	04
3	Rural Marketing	4016	20	80	100	04	04
4	Advertisement Management	4017	20	80	100	04	04
5	Supply Chain management	4018	20	80	100	04	04
6	Tourism and Hospitality Management	4019	20	80	100	04	04

Business to Business Marketing

Subject Code:4014

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Objectives:

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

Expected Outcome:

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

Module 1		10 Hours
Introduction to Business to Business Marketing		
<p>Introduction to Business markets. Difference between Business and Consumer marketing</p> <p>Economics of Industrial Demand – Derived demand, Joint demand and Cross elasticity of demand</p> <p>Understanding the Industrial Markets - Classification of Industrial markets.</p> <p>Classification of Industrial products with marketing implications.</p> <p>Ethics in B2B marketing.</p> <p>Career opportunities in B2B Marketing.</p>	Reading Material	Pedagogy
	<p>Business Marketing Management: B2B 9e by Michael Hutt, Thomas W Speh, Cengage learning</p>	
Module 2		13 Hours
Organization Buying Behaviour		
<p>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</p> <p>Forces shaping OBB; Purchasing Organization (Structure/Functions)</p> <p>Vendor Analysis - Criteria and methods of vendor rating (Categorical, Weighted Point and Cost Ratio Method).</p> <p>E -procurement (meaning & process), Types of Auctions (English, Dutch, Sealed bid and Reverse auctions).</p>	<p>Business Marketing Management: B2B 9e by Michael Hutt, Thomas W Speh, Cengage learning</p>	

Module 3		13 Hours
STP and Planning		
<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.</p> <p>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</p> <p>Business marketing strategies for the global markets – Advantages of going global and International market entry options.</p>	<p>Business Marketing Management: B2B 9e by Michael Hutt, Thomas W Speh, Cengage learning</p>	
Module 4		10 Hours
Business Marketing Strategies -1		
<p>Defining Business Products, Factors demanding changes in product strategies, Developing product strategies for existing products – Steps involved – Product evaluation Matrix, Perceptual Mapping Technique, Deciding product strategies, Technology Adoption Life Cycle (Classes of customers)</p> <p>Managing Services for Business – Benefits of solutions marketing</p>	<p>Business Marketing, Text & Cases by Krishna Havaldar, 3e, TMH.)</p>	
Module 5		15 Hours
Business Marketing Strategies -2		
<p>Business Marketing Channels – Direct & indirect channels, Participants in the business marketing channels (Distributors and Manufacturer’s Representatives), Channel design (Five stages) and channel administration. E-channels Pricing Strategy for Business Markets – Customer Value (Benefits & 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</p>	<p>Business Marketing Management: B2B 9e by Michael Hutt, Thomas W Speh, Cengage learning</p>	

<p>the trade show performance). Use of internet in promotions</p> <p>Managing Personal Selling Function – Relationship marketing (Organization Buying & Selling Center, Relationship Quality), The selling process, Transforming the selling process through Internet. Key account management (Difference between Key account and Regular account, Selecting Key accounts).</p>		
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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 Business Marketing, Text & Cases by Krishna Havaladar, 3e, TMH.

References:

- 1 Industrial Marketing by Reader, Brierty and Reader, 2e, PHI
- 2 Industrial Marketing Text and Cases by FranchisCherunilam, HPH
- 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:4015

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Objective: The objective of this course is to enable students to learn about different aspects of e-marketing and how they come together in a consistent and effective e-marketing plan.

Course Outcomes: On successful completion of this course students shall be able to learn basic e-marketing tools relevant to the internet marketing context and apply various marketing strategies.

Module 1		10 Hours	
Introduction to E Marketing			
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	Reading Material	Pedagogy	
	E-Marketing in Digital Age – Text and Cases – Prof Vinod V Solpe, Second Edition, Biztantra publication e-commerce – C.S.V Murthy, Himalaya Publishing House	Discussion	
Module 2		15 Hours	
E Marketing Process & Planning			
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	E-Marketing in Digital Age – Text and Cases – Prof Vinod V Solpe, Second Edition, Biztantra	Discussion Assignment Quiz	

tools(Advertising, Public relations, Sales promotion, Direct Marketing and Personal selling)	publication e-commerce – C.S.V Murthy, Himalaya Publishing House	
Module 3		15 Hours
E- Commerce		
E-Commerce - 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)	e-commerce – C.S.V Murthy, Himalaya Publishing House	Case Study Discussion Guest Lecture
Module 4		10 Hours
Technology for e Marketing		
Website - meaning, Types of websites, Search Engine& Links, Search engine optimization (SEO), Website design decisions and guidelines. Mobile Marketing - meaning, benefits of mobile marketing, mobile marketing applications, mobile marketing campaigns	E-Marketing in Digital Age – Text and Cases – Prof Vinod V Solpe, Second Edition, Biztantra publication e-commerce – C.S.V Murthy, Himalaya Publishing House	Minor Report Assignment Case Study
Module 5		10 Hours
Legal & IPR Issues–Relating to E-Commerce		

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 & Software patents), International Law	E-Marketing in Digital Age – Text and Cases – Prof Vinod V Solpe, Second Edition, Biztantra publication e-commerce – C.S.V Murthy, Himalaya Publishing House	Discussion Case Study
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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.
5. Retail Marketing in the Modern Age, Prashant Chaudhary, first edition, SAGE publications.

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, 5th Edition, PHI publication

Suggested Reading:

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

Rural Marketing

Subject Code:4016

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Objective: The objective of this course is to enable students to enhance skills and knowledge in dealing effectively with a issues arising in rural markets and also understanding the buying behaviour of rural consumers.

Course Outcomes: On successful completion of this course students shall be able to interpret the concept and characteristics of rural marketing.

Module 1		14 Hours
Rural Marketing and Environment		
Defining rural markets, Rural myths, Rural marketing mix: Challenges, The evolving rural consumer, Rural India: The exploding middle class, Rural market environment (Demographic, Physical, Social & Culture, Political and Technological Environment), the changing face of rural development, The rural infrastructure. Rural Employment Generation Programmes: Government Initiatives.	Reading Material	Pedagogy
	Rural Marketing By Pradeep Kashyap & Third Edition, Pearson	Discussion Case Study
Module 2		12 Hours
Rural Consumer Behaviour		
Consumer buying behaviour model, Factors influences consumer behaviour, The buyer decision process, The adoption process, - 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,.	1. Rural Marketing By Pradeep Kashyap & Third Edition, Pearson 2. Pradeep Kashyap & C S G Krishnamacharyulu & Latitha Ramakrishnan The Rising Connected Consumer in Rural India BCG Report	.Discussion Assignment Field Work

Module 3		12 Hours
Rural Marketing Research		
The rural marketing research process (Defining the objectives, Determining the research budget, Designing the research, Sampling, Designing the research instrument, Organizing the field and collecting the data, Analyzing the data, Reporting the findings), Special tools used in rural marketing research, Field procedure and rural realities.	1. Rural Marketing By Pradeep Kashyap & Third Edition, Pearson	Quiz Case Study Minor Report
Module 4		10 Hours
Segmenting and Targeting Rural Markets		
Pre-requisites for effective segmentation, Degree of segmentation, Bases for segmenting rural consumer markets (Geographic, Demographic, Psychographic, Behavioural & Multi Attribute Segmentation), Targeting, Positioning,	1. Rural Marketing By Pradeep Kashyap & Third Edition, Pearson	Discussion Guest Lecture Presentation
Module 5		12 Hours
Rural Services Marketing and Role of Government in Rural India		
Telecommunications in rural India, Information and Communications Technology (ITC) in rural Areas, Financial services in rural India, Banking distribution channels in rural, Micro finance and credits, Rural health care services,. Why is Government's intervention important for rural development?, What is the Government doing? (Rural infrastructure, Education, Health, Skill Development, Employment, Financial Inclusion, Sanitation, Agricultural)	1. Rural Marketing By Pradeep Kashyap & Third Edition, Pearson	Minor Project Case Study Assignment

Activities:

1. Students to visit to a micro finance institutions

2. Rural immersion programmes: Students stay in a village to understand rural consumers
3. Understanding the impact of Government intervention for rural development

Essential Reading

1. Rural Marketing, Pradeep Kashyap Third Edition , Pearson Publication
2. Rural Marketing : by C S G [Krishnamacharyulu](#)& Latitha Ramakrishnan Text and cases 2nd edition ,Pearson Publications
3. Rural Marketing :Ravindranath V Badi and Narayansa V Badi Himalaya Publishing House
4. Rural Marketing: Challenges and Opportunities, Dinesh Kumar and Punam Gupta, first edition, SAGE publications.
5. Rural Marketing: Targeting the Non-urban Consumer, Sanal Kumar Velayudhan, Second Edition, SAGE 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](#).
3. Rural Marketing 01 Edition, **Author:** [Badi R V](#) **Publisher:** Variety Books.

Advertising Management

Subject Code:4015

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Objective: The objective of this course is to enable students to understand the concept and role of advertising management and promotion in an organization.

Course Outcomes: On successful completion of this course students shall be able to know the process of marketing and importance of advertising and promotion in organization to market its product, service, and ideas.

Module 1		10 Hours
Introduction to Advertising		
Advertising: Meaning and Importance IMC and Communication Mix Evaluation of Advertising (Pros & Cons) Evolution of Advertising History of Advertising in India Advertising and Economic Development Careers in Advertising	Reading Material	Pedagogy
	Advertising & Promotions – Belch & Belch, Purani TMH Foundations of advertising - Theory and Practice S A Chunawala and K C Shetia. Himalaya publishing house, Mumbai	Discussion Quiz
Module 2		12 Hours
Fundamentals of Advertising		
Decision making process and determinants of Advertising Types and Classification of Advertising Advertising Agency – Departments and Functions Planning an Advertising Campaign (DAGMAR) Creativity and Advertising (Meaning & Examples) Creative Thinking Strategy	Advertising & Promotions – Belch & Belch, Purani TMH Foundations of advertising - Theory and Practice S A Chunawala and K C Shetia. Himalaya publishing house, Mumbai	Assignment Case Study

Module 3		13 Hours
Media Planning		
Meaning and Types of Media Criteria of Media Selection Planning the Media Mix Print Media: An Evaluation Television Advertising: An Evaluation Outdoor & Transit Media: An Evaluation Internet Advertising: An Evaluation Emerging / Unconventional Media	Foundations of advertising - Theory and Practice S A Chunawala and K C Shetia. Himalaya publishing house, Mumbai	Project Assignment
Module 4		13 Hours
Message Design and Development		
Message Design and Objectives Market Segment, Positioning & Appeals Message Structure & Development Creativity & Visualization Tips (Exercises) AIDA & HOE Models of Development Ad Copy: Meaning, Types and Principles Introduction to Advertising Lay out Ad Effectiveness: PACT Evaluation Pre/ Concurrent and Post Ad Launch Test	Foundations of advertising - Theory and Practice S A Chunawala and K C Shetia. Himalaya publishing house, Mumbai	Discussion Project Report Guest Lecture
Module 5		12 Hours
Advertising budget		
Ad Budget: Planning and Process Types of Advertisement Budgeting Advertising Budget Administration Global Advertising: Opportunities / Challenges ASCI - Regulation of Advertising in India Advertising: A Social and Ethical Evaluation	Foundations of advertising - Theory and Practice S A Chunawala and K C Shetia. Himalaya publishing house, Mumbai	Discussion Quiz

Activities

1. Advertisement Review (Print, TV, Outdoor, etc)
2. Making of an Advertisement
3. Biographies of Advertising Greats (David Ogilvy, Garson D’Cunha, Prahlad Kakkar, etc)
4. Media Plan for launching of a Product
5. Conduct of a Social Marketing Campaign
6. Analysis of Political Advertisements
7. Profile and Activities of DAVP

Essential Reading

1. Foundations of Advertising: Theory and Practice by S. A. Chunawalla & K. C. Sethia, HPH, Mumbai.
2. Advertising Management: Aaker & Myers, PHI
3. Advertising & Promotions: Belch, Belch and Purani, TMH

Reference Books

1. Advertising Procedure - Kleppner’s, 18/e, Prenticehall

Supply Chain Management

Subject Code:4008

Contact Hours: 60

External Marks: 80

Credits: 04

Hours/ Week:04

Internal Marks: 20

Course Objective: The objective of this course is to enable students to gain knowledge about SCM and its facilities along with knowing the analysis in various facilities of SCM.

Course Outcomes: On successful completion of this course students shall be able to define the principles of scheduling, planning and network construction in supply chain management.

Module 1		10 Hours
Introduction to SCM		
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.	Reading Material	Pedagogy
	Chopra Sunil and Peter Meindl – Supply Chain Management, Pearson, 3 rd Edition, 2007 Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, TMH, 2 nd Edition 2008.	
Module 2		12 Hours
Designing the supply chain Network		
Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and planning transportation networks, role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, tailored transportation.	Chopra Sunil and Peter Meindl – Supply Chain Management, Pearson, 3 rd Edition, 2007 Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, TMH, 2 nd Edition 2008.	
Module 3		10 Hours
Purchasing and Vendor Management		

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.	Chopra Sunil and Peter Meindl – Supply Chain Management, Pearson, 3 rd Edition, 2007 Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, TMH, 2 nd Edition 2008.	
Module 4		14 Hours
Inventory and Logistics Management		
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	Chopra Sunil and Peter Meindl – Supply Chain Management, Pearson, 3 rd Edition, 2007 Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, TMH, 2 nd Edition 2008.	
Module 5		10 Hours
Demand Management and Customer Service		
Demand Management, Traditional forecasting, customer service, expected cost of stock outs, Demand chain management, Benchmarking concept, features and implementation.	Chopra Sunil and Peter Meindl – Supply Chain Management, Pearson, 3 rd Edition, 2007 Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, TMH, 2 nd Edition 2008.	

Activities:

1. Students are expected to choose any 2 Indian organization and study their supply chain in terms of drivers of the supply chain and submit a report.
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.

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, 3rd Edition, 2007

References:

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, 1st Edition.
3. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, TMH, 2nd Edition 2008.