SEMESTER I

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Subject Code	: 16MBA11	IA Marks	: 20
No. of Lecture Hours / Week: 03		Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

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

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.

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

Part A - Principles of Management

Unit 1: **(8 Hours)**

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

Unit 2: **(12 Hours)**

Planning and Organizing:

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

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

Unit 3: employability **(5 Hours)**

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

RECOMMENDED BOOKS

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel Books
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010

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- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.
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REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.

Part B - Organizational Behaviour

Unit 4: **(6 hours)**

Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.

Unit 5: employability **(15 Hours)**

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

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

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

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

Unit 6: **(10 Hours)**

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

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

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Note: Related case studies to be discussed.

Practical Components:

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

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

RECOMMENDED BOOKS:

- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House,
- Organization Behaviour – Ashwathappa, Himalaya Publication House
- ORGB - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012.
- Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.
- Organizational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.
- Organizational Behaviour – Rao V. S. P, Excel BOOKS, 2009.

REFERENCE BOOKS:

- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education

- Fundamentals of Organizational Behaviour - Slocum/Hillriegel, Cengene Learning
- Organizational Behaviour, Aquinas P. G, Excel Books.

ECONOMICS FOR MANAGERS

Subject Code	: 16MBA12	IA Marks	: 20
No. of Lecture Hours / Week: 03		Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

COURSE OBJECTIVES

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand various industrial policies essential for business managers
- To understand the vital characteristics of different market structures

COURSE OUTCOMES

At the end of the course students are able to:

- Equipped with the skill to apply the theory of demand, theory of production and cost in decision making
- Differentiate between various markets structure, functioning and pricing decisions.
- Acquire the knowledge of Indian Industrial Policies, its impact on industrial development so as to develop proper strategy in day to day management.

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Unit 1: **(12 hours)**

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.(problems on Elasticity of Demand only).

Unit 2: **(10 hours)**

Production Analysis: Concept, Production Function- Total, Average, & Marginal Product –Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination- Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function

Unit 3: **(8 hours)**

Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves

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

Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics (Problems on BEP only)

Unit 4: employability **(8 hours)**

Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.

Unit 5: **(8 hours)**

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy.

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Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate.

Business Cycle – Features, Phases, Economic Indicators, Inflation: Types, causes, Measurement, Kinds of Price Indices,

Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.

Unit 6: Employability **(10 hours)**

Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects

Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget,

Monetary Policy: Objectives, tools for Credit Control.

Globalization: Meaning and Implications, Phases, Impact of Globalization on Indian Economy.

Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

Note 1: Related case studies to be discussed.

Note 2: 75 percent theory and 25 percent problems from Unit 1 & 3

Practical Components:

- Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- Preparing a project proposal for a new business venture to understand the BEP using real time data.
- An in-depth study of economic indicators on the growth rate

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- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI
- A study on the effect of monetary policy on banking and NBFCs
- A futuristic study of leading Indian industries and observations of CAG on major issues.

RECOMMENDED BOOKS:

- Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication.
- Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- Managerial Economics, H. L Ahuja, S. Chand, 2011
- Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication.
- Indian Economy, Misra and Puri, Himalaya Publications
- Business Economics, ML Jhingan and Upadhyaya, Vrinda Publications
- Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

REFERENCE BOOKS:

- Managerial Economics- Principles and worldwide applications, Dominick Salvatore, 6e, Oxford Publication, 2010
- Managerial Economics, Jaswinder Singh, Dreamtech publications, 2013
- Managerial Economics, Yogesh Maheswari, PHI, 2013
- Modern Economic Theory, KK Dewett and MH Navalur, S Chand Publication, 2013
- Managerial Economics: Case study solutions- Kaushal H, 1/e., Macmillan, 2011

ACCOUNTING FOR MANAGERS

Subject Code	: 16MBA13	IA Marks	: 20
No. of Lecture Hours / Week: 03		Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To explain fundamental accounting concepts and conventions.
- To explain and use the accounting equation.
- To prepare basic journal entries for business transactions and present the data in an accurate manner
- To present financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making.
- To understand emerging issues in accounting and taxation.

Course Outcomes:

At the end of the course students are able to:

- Acquire the knowledge about the concepts and fundamental principles of accounting.
- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of sole trading concerns and companies.
- Independently undertake financial statement analysis and take decisions.
- Comprehend emerging trends in accounting and taxation.

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Unit 1: **(6 Hours)**

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equation (problems on accounting equation).

Unit 2: **(10 Hours)**

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

Unit 3: **(14 Hours)**

Preparation of Financial Statements: Preparation of final accounts of sole traders. Preparation of final accounts of companies, vertical form of financial statements. (Basic problems Final Accounts)

Unit 4: employability **(12 Hours)**

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

Unit 5: **(8 Hours)**

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

Unit 6: employability **(6 Hours)**

Fundamentals of Taxation: Heads of Income, Deductions u/s 80C, Income Tax Rates and Returns for Individuals only (only theory)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.

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- Exposing the students to usage of accounting software's (Preferably Tally)
- Filling up of ITR forms
- Identify the sustainability report of a company and study the contents.

Note 1: Related case studies to be discussed.
Note 2: 25 percent theory and 75 percent problems

RECOMMENDED BOOKS:

- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PIII, 2014
- A Text book of Accounting For Management, Maheswari S. N,Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
- Financial Accounting, Tulsian P. C, 1/e, Pearson Education.
- Accounting for managers, Madegowda J, Himalaya Publishing House.
- Advanced Accountancy, Gupta R. L & Radhaswamy M, Sultan Chand Publications.
- Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
- Business Taxation, Akhileshwar Pathak and Savan Godiawala, 2/e, McGraw Hill Education (India) Pvt. Ltd, 2013.

REFERENCE BOOKS:

- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S,Vol I & Vol II, 1/e, United Publishers, 2011.
- Financial Accounting (IFRS update), Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.

- Accounting For Management, Arora M. N, Himalaya Publishing House.
- Essentials of Financial Accounting (Based on IFRS), Bhattacharya, 3/e, Prentice Hall India.
- Comdex (Computer and Financial Accounting with Tally 9.0 Course Kit), Dream Tech.
- Comdex – Tally 9, Namrata Agrawal - DreamTech.
- IFRS: A Practical approach, Jasmine Kaur, McGraw Hill.

QUANTITATIVE METHODS

Subject Code	: 16MBA14	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To introduce statistics as a tool for business decision making.
- To provide an analytical foundation for dealing business situations.
- To learn how to take decision under various situations.
- To familiarize the use of linear programming and project management evaluation techniques.
- To orient the students with statistical tools.

Course Outcomes:

At the end of the course students are able to:

- Understand and applying descriptive statistical tools in business situations.
- Exhibit the skills in developing and applying probability distribution concepts in business and real time scenario.
- Develop the skills of decision making using Decision Theory.

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- Develop mathematical models using Linear Programming technique.
- Illustrate the use of network techniques for successful project implementation

Unit 1 **(10 Hours)**

Descriptive Statistics: Measures of Central Tendency- mean, median, mode, Measures of Dispersion- Standard deviation, variance, Co-efficient of Variance.

Unit 2 **(8 Hours)**

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

Unit 3 **(8 Hours)**

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

Unit 4 employability **(10 Hours)**

Decision Theory: Introduction – Steps of decision making process-types of decision making environments-decision making under uncertainty-Decision making under Risk- Decision tree analysis (only Theory)

Unit 5 **(10 Hours)**

Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using Graphical method.

Transportation problem: basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.

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Unit 6 Employability **(10 Hours)**

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

Theory 25 percent and Problems percent

Practical Component:(Student-Centered Learning)

- Students are expected to have basic Excel knowledge-hands on experience.
- Students should be able to relate the concepts to real time business situations.
- Student should demonstrate the application of statistical tools.

RECOMMENDED BOOKS:

- Statistical Methods, S. P Gupta, Sulthan Chand & sons, New Edition,
- Quantitative Techniques in Management, N D Vohra, 4th Edition, Tata McGraw Hill, 2010.
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007

REFERENCE BOOKS:

- Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013.
- Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005.
- Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003.

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MARKETING MANAGEMENT

Subject Code	: 16MBA15	IA Marks	: 20
No. of Lecture Hours / Week: 03		Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To provide an insight to basic concepts of marketing management.
- To understand various marketing models for solving marketing problems.
- To understand fundamental premise underlying market driven strategies.

Course Outcome:

At the end of the course students are able to:

- Acquire knowledge regarding basic concepts and functions of Marketing Management.
- Apply various marketing concepts to solve day-to-day corporate problems.
- Learn various strategies which enable decision making process.
- Study ever-changing environment and use of appropriate models and techniques of Marketing.
- Synthesize ideas into a viable marketing plan.

Unit 1: **(10 hours)**

Introduction to Marketing: Introduction, Definitions of market and marketing, The Exchange Process, Elements of Marketing Concept, Functions of Marketing, Old Concept or Product- oriented Concept, New or Modern or Customer- oriented Concept, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer

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Unit 2: **(8 hours)**

Consumer Behaviour Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives, Buyer Behaviour Models

Unit 3: Employability **(10 hours)**

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

Unit 4: **(8 hours)**

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

Unit-5 Employability **(10 hours)**

Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.
Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing,

Unit 6: **(10 hours)**

Marketing Planning: Meaning, Concepts, Steps involved in Marketing planning, Marketing Audit- Meaning, Feature, Various components of Marketing Audit Marketing Strategy-Analysis of Industry and Competition, Strategic Planning Process,

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Case Studies in Indian Context

Practical Components:

- Analyze Product Life Cycle of few Products like-Electronic goods, Computers etc.
- Study Packaging strategies used by FMCG companies
- Understand Marketing strategies, plans used by automobile, cosmetic, FMCG companies etc.

RECOMMENDED BOOKS

- Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
- Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012
- Marketing Management: An Applied Approach, Noel Capon & Siddharth Shekhar Singh, Wiley, 2014

REFERENCE BOOKS

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012
- Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
- Marketing Management – Karunakaran, HPH.
- Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.
- Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.
- Marketing: Planning, Implementation, and Control -William M. Pride, Ferrell O. C, Cengage Learning, 2010.
- Marketing Management, Tapan Panda, 2/e, Excel Publication

MANAGERIAL COMMUNICATION

Subject Code	: 16MBA16	IA Marks	: 20
No. of Lecture Hours / Week: 03		Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objective:
To enhance students communication skills through verbal, non-verbal, correspondence, presentations, interviews and negotiation.

Course Outcomes:
At the end of the course students are able to:

- Describe and develop written and oral communication.
- Independently prepare business letters and reports.
- Exhibit, develop and apply negotiation strategies.
- Gain exposure to media management and demonstrate the skill in analyzing business situation.

Unit 1: **(10 Hours)**

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

Unit 2: **(8 Hours)**

Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication.

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Modes of Oral Communication - Listening as a Communication Skill, Non-verbal communication

Unit 3: **(8 Hours)**

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

Unit 4: **(12 Hours)**

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

Media Management: The press release – Press conference – Media interviews

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

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5: Employability **(10 Hours)**

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

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

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

Unit 6: Employability **(8 Hours)**

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

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

Practical Components:

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Give exercises for clarity and conciseness in written communication.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester)and to be evaluated by the faculty

RECOMMENDED BOOKS:

- Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
- Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- Business Communication – Renuka Murthy T P and YathishChandra M S, IIPH.
- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
- BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e, 2012
- Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

REFERENCE BOOKS:

- Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.

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SEMESTER II
HUMAN RESOURCE MANAGEMENT

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

Objectives:

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

Course outcome:

At the end of the course studentswillbe able to:

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

Unit 1: **(8 hours)**

Human Resource Management:

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

Unit 2: Employability **(10 hours)**

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

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

Unit 3: Employability) **(10 hours)**

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

Selection: Definition and Process of Selection.

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

Unit 4: **(8 hours)**

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

Unit 5: **(10 hours)**

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

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

Unit 6: **(10 hours)**

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

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

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

FINANCIAL MANAGEMENT

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

Course Objectives:

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

Course Outcome:
At the end of the course studentswillbe able to:

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

Unit 1: **(8 Hours)**

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

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

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

Unit 2: **(10 Hours)**

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

Unit 3: Employability **(10 Hours)**

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

Unit 4: **(12 Hours)**

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

Unit 5: **(8Hours)**

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

Unit 6: **(8 Hours)**

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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RESEARCH METHODS

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

Objectives:

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

Course outcome:

At the end of the course students are able to:

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

Unit 1: **(8 hours)**

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

Unit 2: **(10 hours)**

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

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

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

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

Unit 3: **(8 hours)**

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

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

Unit 4: **(12 hours)**

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

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

Unit5: Employability **(10 hours)**

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

Unit6: **(8 hours)**

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

Practical Components:

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

RECOMMENDED BOOKS

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

REFERENCE BOOKS

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

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STRATEGICMANAGEMENT

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

Objectives:

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

Course Outcome:

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

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

Unit 1 **(8 Hours)**

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

Unit 2 **(8 Hours)**

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

Unit 3 **(10 Hours)**

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

Unit 4 Employability **(10 Hours)**

Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking

Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships – Mergers and Acquisition Strategies – Outsourcing Strategies –International Business level Strategies.

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Unit 5 **(10 Hours)**

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

Unit 6 Employability **(10 Hours)**

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

Practical Components:

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

RECOMMENDEDBOOKS:

- Strategic Management: A South-Asian Perspective With CourseMate Michael A.Hitt/R.Duane Ireland/ Robert E.Hoskisson/S.Manikutty Edition:9th, Cengage Learning
- CraftingandExecutingStrategy, Arthur A.ThompsonJr.,AJ StricklandIII, JohnE Gamble,18/e,TataMcGrawHill,2012.
- StrategicManagement - Analysis,Implementation,Control, Nag A,1/e,Vikas,2011.
- StrategicManagement -AnIntegratedApproach, CharlesW. L.Hill,GarethR.Jones,CengageLearning.
- BusinessPolicyandStrategicManagement, SubbaRaoP,HPH.
- StrategicManagement, KachruU,ExcelBOOKS,2009.

REFERENCE BOOKS:

- StrategicManagement:Conceptsand Cases,DavidR, 14/e,PHI.
- StrategicManagement:BuildingandSustainingCompetitive Advantage,RobertA.Pitts& DavidLei,4/e,CengageLearning.
- CompetitiveAdvantage,MichaelE Porter,FreePressNY
- EssentialsofStrategicManagement,Hunger,J. David,5/e, Pearson.
- StrategicManagement,SarojDatta,jaicoPublishingHouse, 2011.
- ContemporaryStrategicManagement,Grant,7/e,Wiley India, 2012

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

ENTREPRENEURSHIP DEVELOPMENT

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

Course Objectives:

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

Course Outcomes:

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

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

Unit 1: **(10 Hours)**

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

Unit 2: Employability **(10 Hours)**

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Unit 3: **(8 Hours)**

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

Unit 4: **(8 Hours)**

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

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Unit 5: Employability **(10 Hours)**

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

Unit 6: **(10 Hours)**

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

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

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

Case studies in Entrepreneurship Development

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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

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SEMESTER III
MARKETING SPECIALISATION

CONSUMER BEHAVIOR

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

Objectives:

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

Outcomes:

The student should be able to:

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

Unit 1: **(5 Hours)**

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

Unit 2: **(9 Hours)**

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

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

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Levels of Consumer Decision Making – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages

Situational Influences- Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behaviour (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

Unit 3: Employability **(10 Hours)**

Individual Influences on Consumer Behaviour and CRM: Part 1

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

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

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

C) Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception),

Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization ,perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk.

Customer Relationship Management

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

Unit 4: **(08 Hours)**

Individual Influences on Consumer Behaviour: Part 2

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

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

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

Unit 5: Employability **(12 Hours)**

External Influences on Consumer Behaviour

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

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Culture and Subculture - Major Focus on Indian Perspective
Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.
Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures
Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.
Groups: Meaning and Nature of Groups, Types
Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications,
Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on referencegroups, Factors that affect reference group influence, Types of reference groups, Friendshipgroups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, referencegroup appeals, Celebrities.

Unit 6: **(08 Hours)**
Consumer Influence and Diffusion of Innovations
Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders
Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time) Adoption Process: Stages, categories of adopters Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition.

Case studies in Indian context only **(04 Hours)**

Practical Component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

RETAIL MANAGEMENT

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

Objectives:

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

Outcomes:
The student should be able to:

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

Unit 1: **(8 Hours)**

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

Unit 2: **(5 Hours)**

Theories of Retailing

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

Unit 3: **(14 Hours)**

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

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

Unit 4: **(10 Hours)**

Store Management and Visual Merchandising: employability

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

Unit 5: **(9 Hours)**

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

Unit 6: employability **(6 Hours)**

Retail Audit and ethics in Retailing

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

Case Studies **(4 Hours)**

Practical Components:

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

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

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SERVICES MARKETING

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

Objectives:

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

Outcomes:

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The student should be able to:

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

Unit 1: **(10 Hours)**

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

Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.

Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Unit 2: **(8 Hours)**

Understanding customer expectation through market research: Key reasons for GAP 1,using marketing research to understand customer expectation, Types of service research, Buildingcustomer relationship through retention strategies –Relationship marketing, Evaluation ofcustomer relationships, Benefits of customer relationship, levels of retention strategies, Marketsegmentation-Basis & targeting in services.

Unit 3: **(10 Hours)**

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

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

Leadership &Measurement system for market driven service performance-key reasons for GAP-2service leadership- Creation of service vision and implementation, Service quality as profitstrategy, Role of service quality In offensive and defensive marketing.

Unit 4: employability **(8 Hours)**

Employee role in service designing: importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3.

Customer's role in service delivery-Importance of customer & customer's role in servicedelivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Keyintermediaries for service delivery, Intermediary control strategies.

Unit 5: **(8 Hours)**

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

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

Unit 6: Employability **(6 Hours)**

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

Case Studies in Indian context only **(6 hours)**

Practical component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

MARKETING RESEARCH

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

Objectives:

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

Outcomes:

The student should be able to:

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

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

Unit 1: **(8 Hours)**

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

Unit 2: **(10 Hours)**

Research Design and Data Collection Employability

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

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

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

Unit 3: **(9 Hours)**

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

Sampling: Steps &Types: Probability / non probability (simple, systematize; stratifiedproportionate, disproportionate), Sample size determination

Unit 4: **(9 Hours)**

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

Unit 5: **(10 Hours)**

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

Unit 6: Employability **(10 Hours)**

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

BUSINESS MARKETING

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

Objectives:

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

Outcomes:

The student should be able to:

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

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

Unit 1: **(8 Hours)**

Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of BusinessCustomers, Classifying Industrial Products & Services, Business customers purchaseorientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.

Units 2: **(10 Hours)**

Organizational Buying Behaviour: Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision, The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing.

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

Unit 3: **(8 Hours)**

Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market.

Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product LifeCycle, Developing Strategies for new and existing products, Branding process & Brand strategy.

Business Service Marketing: Special Challenges

Unit 4: employability **(8 Hours)**

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

Unit 5: **(8 Hours)**

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

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

Unit 6: Employability **(10 Hours)**

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

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

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Case Studies in Indian context only. **(4 Hours)**

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SUPPLY CHAIN MANAGEMENT

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

Objectives:

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

Outcomes:

The student should be able to:

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

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- Evaluatecases for effective supply chain management and its implementation.

Unit 1: **(7 Hours)**

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

Unit 2: **(8 Hours)**

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

Unit 3: **(10 Hours)**

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

Unit 4: employability **(8 Hours)**

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

Unit 5: employability **(10 Hours)**

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

Unit6: **(8 Hours)**

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

Case Studies in Indian context only. **(5 Hours)**

Practical Components:

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

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RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

Semester: III
Finance Specialisation

PRINCIPLES AND PRACTICES OF BANKING

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

Course Objectives:

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

Course Outcomes:

At the end of the course students are able to:

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

Unit 1: Employability **(10 Hours)**

Banking system and structure in India- Evolution of Indian Banks-Types of banks - PublicSector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of

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

Unit 2: **(10 Hours)**

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

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

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

Unit 3: **(10 Hours)**

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

Unit 4: Employability **(9 Hours)**

International banking–International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank.

Unit 5: **(8 Hours)**

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment

Unit 6: **(9Hours)**

Asset Liability Management (ALM) in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO)- Activities of ALCO

Practical Components:

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

RECOMMENDED BOOKS:

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

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

REFERENCE BOOKS:

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

INVESTMENT BANKING AND FINANCIAL SERVICES

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

Course Objectives:

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

Course Outcome:

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

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

Unit 1: **(10 Hours)**

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

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

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

Unit 2: **(9 Hours)**

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

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

Unit 3: **(7 Hours)**

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

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

Unit 4: **(9 Hours)**

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

Unit 5: employability **(9 Hours)**

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

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

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

Unit 6: **(12 Hours)**

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

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

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

INVESTMENT MANAGEMENT

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

Objectives:

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

Course Outcome:

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

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

Unit 1: (Theory) **(6 Hours)**

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds- NAV.

Unit 2: (Theory) employability **(6 Hours)**

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

Unit 3: (Theory & Problems) employability **(10 Hours)**

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

Unit 4: (Theory & Problems) **(10 Hours)**

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

Unit:5 (Theory& Problems) **(12 Hours)**

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.
Company Analysis- Financial Statement Analysis, Ratio Analysis.
Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis)
Market Efficiency and Behavioral Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioral Finance – Interpretation, Biases and critiques. (Theory only)

Unit 6: (Theory & Problems) **(12 Hours)**

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

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio Evaluation: Holding period's returns, Measures of portfolio performance. Sharpe's, Treynor's and Jenson's.

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

ADVANCED FINANCIAL MANAGEMENT

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

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Objectives:

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

Course Outcome:

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

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

Unit 1: **(8 Hours)**

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

Unit 2: employability **(10 Hours)**

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

Unit 3: **(9 Hours)**

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

Unit 4: **(9 Hours)**

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

Unit 5: employability **(10 Hours)**

Capital structure decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy

Unit 6: **(10Hours)**

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

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

COST MANAGEMENT

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

Objectives:

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

Course Outcome:

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

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

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

Unit 1:(10 Hours)
Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet

Unit 2:(10 Hours)
Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead)

Unit 3:(10 Hours)
Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing.

Unit 4:(10 Hours) Employability
Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets.
Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only .

Unit 5:(8 Hours)
Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC

Unit 6: (8 Hours) Employability
Cost Audit& Reporting to Management:-objectives and advantages of Cost Audit , Cost Audit report .Management Audit- Objectives and Scope.
Reporting to Management – Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose
(Question Paper:50% Theory and 50% Problems)

Practical components:

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

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RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

STRATEGIC CREDIT MANAGEMENT

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

Objectives:

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

Course Outcome:

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

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

Unit 1: **(10 Hours)**

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

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Unit 2: **(10 Hours)**

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

Unit 3: **(8 Hours)**

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

Unit 4: **(8 Hours)**

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

Unit 5: employability **(8 Hours)**

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

Unit 6: employability **(12 Hours)**

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

Practical Components:

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

RECOMMENDED BOOKS:

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

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REFERENCE BOOKS:

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

SEMESTER III

Human Resource Management Specialisation

INDUSTRIAL RELATIONS AND LEGISLATIONS

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

Course Objectives:

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

Course Outcomes:

The students should be able to

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

PART A:

INDUSTRIAL RELATIONS **(32 hours)**

Unit 1 **(8 hours)**

Introduction:

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

Unit 2 **(8 Hours)**

Collective Bargaining & Negotiation:

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

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

Unit 3 **(8 Hours)**

Trade Union

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

Unit 5 Employability **(8 Hours)**

Grievance procedure and Discipline management:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

Industrial Relations, Trade Unions &Labour Legislation, P R N Sinha et al, Pearson Education, 2004.

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

PART B: **(24 Hours)**

Unit 5

INDUSTRIAL LEGISLATIONS Employability **(16 hours)**

Only basic objectives and major provisions of the following legislations:

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

Unit 6 **(8 Hours)**

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

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

NO PRACTICAL COMPONENT

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

RECRUITMENT & SELECTION

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

Course Objectives:

To understand and apply the policies and procedures of recruitment

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

Course Outcomes:

The students should be able to

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

Unit 1: **(6 Hours)**

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

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workshops, critical incident technique, F1eisclunann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

Unit 2: **(9 Hours)**

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

Unit 3: **(7 Hours)**

Hiring internally: Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements.

Unit 4: **(10 Hours)**

External Hiring: Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool.

Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source

Unit 5: employability **(8 Hours)**

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

Unit 6: **(16 Hours)**

Testing,Reference checking & Appointment orders: Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test

Interviewing: Planning the interview, Interview process - Interview in public sector undertaking. Statutory requirements.

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

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

Practical Components:

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

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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COMPENSATION AND BENEFITS

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

Course Objectives

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

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

Unit 2: **(6 Hours)**

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

Unit 3: **(7 Hours)**

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

Unit 4: **(11 Hours)**

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

Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods.

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

Unit 5: **(8 Hours)**

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

Unit 6: **(16 Hours)**

Executive Development/ Management Development/Career Management

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

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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KNOWLEDGE MANAGEMENT

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

Course Objectives:

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

Course Outcomes:

The students will be able to

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

Unit 1: **(9 hours)**

Understanding knowledge: the core of business: What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets. Organizational Perspectives on Knowledge Management,:Knowledge, Intelligence,

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Experience, Common sense. Cognition and KM. Types of Knowledge, Knowledge Management architecture and Implementation Strategies.
Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion.

Unit 2: **(7 hours)**
The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle.

Unit 3: **(6 hours)**
Knowledge sharing and communities of practice: The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools.

Unit 4: employability **(12 hours)**
Knowledge application: KM for Individuals, Communities and Organizations, Future Challenges for KM. Knowledge Application at the Individual, Group & Organizational
Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application

The role of organizational culture: Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals, Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models, KM Maturity Models, CoP Maturity Models,

Unit 5: employability **(12 hours)**
KM strategy and metrics: Knowledge Management Strategy, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.

Unit 6: **(10 hours)**
The KM team & learning organizations: learning organization: The mystique of learning organization, learning and change, RICE Model. Major Categories of KM Roles, Senior Management Roles, KM Roles and Responsibilities within Organizations, the KM Profession. Ethical, legal and managerial issues.

Practical Components:

- To expose and make students to prepare a report on knowledge management practices implemented by successful companies.
- Make a team of 2-3 students and asking them to conduct a telephonic interview or survey regarding local businesses familiarity with and level of literacy in KM.
- To do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
- To organize a group discussion for students and enable them to go through the knowledge acquisition phases.

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- Asking students to compare and contrast on different COPs.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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CONFLICT AND NEGOTIATION MANAGEMENT

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

Course Objectives:

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

Course Outcomes:

The students will be able to

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

Unit 1: **(8 Hours)**

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

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

Unit2: **(8 Hours)**

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

Unit 3: **(10Hours)**

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

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

Unit 4: **(8 Hours)**

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

Unit 5: **(14 Hours)**

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

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

Unit 6: **(8Hours)**

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

Practical Components

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

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SEMESTER IV
MARKETING SPECIALISATION
SALES MANAGEMENT

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

Objectives:

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

Outcomes:
The student should be able to:

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

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- Evaluate sales management strategies

Unit 1: **(8 hours)**

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

Unit 2: **(8 hours)**

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

Unit 3: **(8 hours)**

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

Unit 4: **(10 hours)**

Sales force motivation and compensation: Nature of motivation, Importance, Process andfactors in the motivation, Compensation-Meaning, Types of compensation plans and evaluationof sales force by performance and appraisal process.**Sales management job:** Standard sales management process-international sales management -international market selection-market survey approach or strategy

Unit 5: Employability **(8 hours)**

Sales Manager and Sales Person: Role of sales manager and sales people; functions of salesmanager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person.

Unit 6 Employability **(8 hours)**

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

Case Studies in Sales Management **(6hours)**

Practical component:

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

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

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

RECOMMENDED BOOKS:

- Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
- Sales & Distribution Management, TapanK.Panda& Sunil Sahadev, 6/e, OxfordUniversity Press.
- Sales & Distribution Management, A. Nag, McGraw Hill, 2013

REFERENCE BOOKS:

- Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.
- Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books,2007.
- Salesmanship and Sales Management-P.K Sahu& K C Raut, 3/e, Vikas PublishingHouse3.
- Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co.
- Sales & Distribution Management- Text and Cases, 2nd Ed, McGraw Hill.

INTEGRATED MARKETING COMMUNICATIONS

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

Objectives:

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

Outcomes:

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The student should be able to:

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

Unit 1: **(10 Hours)**

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

Unit 2: **(8 Hours)**

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

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

Unit 3: employability **(8 Hours)**

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print,Broadcast media, Support media in advertising.

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Unit 4: **(8 Hours)**

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

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

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

Unit 5: **(8 Hours)**

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

Unit 6: **(10 Hours)**

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

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

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

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Case studies in Indian context only **(4 Hours)**

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

E-MARKETING

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

Objectives:

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

Objectives:
The student should be able to:

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

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Unit 1: **(10 Hours)**

Introduction to E-Marketing: Landscape – Past – Today – Future – Internet MarketingParadigm – Internet Infrastructure Stack

Business Models & Strategies: Strategic Planning – Strategy to Electronic Planning – StrategicDrivers of the Internet Economy – Business Models to E-Business Models – E-Business Models– Performance Metrics – The Balanced Scorecard

Unit 2: **(12 Hours)**

E-Marketing Plan: Overview of the E-Marketing Planning Process – Creating an E-MarketingPlan – A Seven-Step E-Marketing Plan

The E-Marketing Environment: Overview of Global E-Marketing Issues – Country andMarket Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital DivideEthical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security –Cyber Crime

Unit 3: **(8 Hours)**

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

Unit 4: employability **(10 Hours)**

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

Unit 5: employability **(8 Hours)**

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

Unit 6: **(8 Hours)**

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

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

Practical Component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323
- The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases,Online Video, and Viral Marketing to Reach Buyers Directly, David Meerman Scott, 2nd Edition, Jan 2010
- E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013
- Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, JaicoPublishing House, 2011.
- Online Display Advertising: Targeting and Obtrusiveness, Marketing Science, Goldfarband Tucker, May-June 2011.

STRATEGIC BRAND MANAGEMENT

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

Objectives:

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

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

Outcomes:
The student should be able to:

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

Unit 1: **(8 Hours)**

Introduction to the concept of Brand Management:

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

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

Brand Management-Meaning & Definition.

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

Unit 2: **(8 Hours)**

Customer Based Brand Equity:

Customer Based Brand Equity-Meaning, Model of CBBE

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

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

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

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

Unit 3: **(10 Hours)**

Choosing Brand Elements to Build Brand Equity:

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

Leveraging Brand Knowledge:

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

Unit 4: Employability **(10 Hours)**

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

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

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

Unit5: employability **(8 Hours)**

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

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

Unit 6: **(8 Hours)**

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

Luxury Brand Management:

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

Case studies **(4 Hours)**

Practical Components:

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

RECOMMENDED BOOKS:

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

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REFERENCE BOOKS:

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

RURAL MARKETING

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

Objectives:

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

Outcomes:

The student should be able to:

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

Unit 1: **(8 Hours)**

Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas,rural areas requirement, rural demand and rural market index, problems in rural marketing.

Unit 2: **(8 Hours)**

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting ConsumerBehaviour, Social factors, Technological Factors, Economic Factors, Political Factors,Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income,

Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion LeadershipProcess, Diffusion of Innovation, Brand Loyalty.

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Researching Rural Market: Sensitizing rural market, Research design- reference frame,Research approach, Diffusion of innovation, Development studies, PRA approach, The need forPRA, Sampling, Operational aspects of data collection,

Unit 3: **(8 Hours)**

Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector,Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies

Rural Marketing of Consumer durables: Issues related to consumer durables in the ruralmarket, Rural Marketing of Consumer durables: Select case studies

Rural marketing of financial services: Marketing objectives and approaches, Evolution of ruralbanking after independence, Challenges in marketing for banking services in rural, opportunitiesfor banking in rural areas, marketing strategies for banking services

Unit 4: **(10 Hours)**

Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges forIndian tractor industry, factors suggesting better future prospects for tractor industry, marketingstrategies for tractor industry

Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry,Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.

Indian agrochemical market: Marketing environment for agrochemicals in India, factorsaffecting agro chemicals market growth, structural challenges faced by Indian agrochemicalindustry, marketing strategies for agro chemicals.

Unit 5: **(8 Hours)**

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

Marketing of rural artisan products, Characteristics of Indian handicrafts industry, Challenges for rural artisan sector, Government policy towards handicrafts sector, marketing strategies for the development of rural artisan sector

Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities, in the agri-business. benefits of corporate driven agri-business system involvement of corporate sector in agri-business

Unit 6: **(14 Hours)**

Distribution Strategy: Introduction Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural

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

Communication strategy: Challenges in Rural Communication, A view of CommunicationProcess, Developing Effective- Profiling the Target Audience, Determining communicationobjectives, designing the message, selecting the communication channels, deciding thepromotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow ofcommunication Media Typology, The Media Model, Media innovation, Influence of ConsumerBehaviour on Communication strategies

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

INTERNATIONAL MARKETING MANAGEMENT

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

Objectives:

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

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Outcomes
The student should be able to:

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

Unit 1: **(8 hours)**
International Marketing – Definition and Scope – Reasons and Motivations – Global VsDomestic Marketing – Concepts related to the management of international marketing function –World Trade and India's foreign trade: an overview – Institutional framework for exports inIndia.

Unit 2: **(8 hours)**
International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New TradeTheories- Porter's Diamond Theory- Managerial Implications
Global marketing environment – cultural Environment Political and Legal EnvironmentEconomic Environment.- Modes of entry in to foreign business

Unit 3: **(10 hours)**
India's Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments

Unit 4: Employability **(12 hours)**
International Product Policy and Planning – Need for product planning, Product adaptation, Product Standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging,
International Market selection – International Marketing Research – International marketing Planning and control.

Unit 5: **(9 hours)**
International Pricing and Promotion decisions- International pricing decisions-International promotionaldecisions-Evaluation of international marketing performance- coordination of internationalmarketing performance

Unit 6: Employability **(9 hours)**
International distribution strategy: International Channels – Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision – International Retailing – Role of Logistics

Practical Component:

- Select the best method of entry for doing business in this country and decide on the relevant market segments to target in the selected country and overall marketing approach.
- Review detailed guidelines for developing an international marketing plan

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- Analyse international marketing environment to understand opportunities and threats that a company underlying the behaviors of international consumers and business associates.
- Conduct international marketing research to generate information on consumers,competitors and other aspects of the international marketing environment.
- Select countries for international expansion and an appropriate method of entry for international markets ranging from indirect export to joint venture to foreign direct investment.
- Market segmentation, targeting, and positioning strategy for international markets

RECOMMENDED BOOKS:

- International marketing Management – An Indian Perspective, Varshney and Bhattacharya, Sultan Chand & Sons, New Delhi.
- Global Marketing Management, Keegan, Prentice Hall of India, New Delhi.
- International Marketing, Philip Cateora and John Graham,TataMcGraw Hill, New Delhi.
- Export Management, D.C.Kapoor, Vikas Publishing House, New Delhi.

REFERENCE BOOKS:

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

SEMESTER IV
Finance Specialisation

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

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

Course Objectives:

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

Course Outcome:

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

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

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Unit 1: **(9 Hours)**

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

Unit 2: **(7 Hours)**

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

Unit 3: **(10 Hours)**

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

Unit 4: **(8 Hours)**

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

Unit 5: Employability **(12 Hours)**

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

Unit 6: Employability **(10 Hours)**

Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills

Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Practical component:

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

RECOMMENDED BOOKS:

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

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

REFERENCE BOOKS:

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

RISK MANAGEMENT AND INSURANCE

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

Objectives:

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

Course Outcome:

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

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

Unit 1: **(10 Hours)**

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

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

Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability - Exposure to Work-Related Injury-Basic concepts form probability and Statistics.

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

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

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

Unit 3: **(8 Hours)**

Introduction to Insurance

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

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

Regulation of Insurance- Insurance Act 1938- eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

Unit 4: **(8 Hours)**

Life Insurance

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

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

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

Unit 5: **(12 Hours)**

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

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Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan.
Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage.
Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy.

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

Unit 6: **(10 Hours)**
Management of Insurance Companies
Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers.
Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in non-life Insurance.
Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance.
Insurance Pricing-Insurance Cost and Fair Premiums, Expected Claim Costs, Investment Income and the timing of claims Payments, Administrative Costs, Profit Loading, Capital Shocks and Underwriting Cycles, Price Regulation.
Insurance Marketing: Marketing of Insurance Products, Critical Success factors for Insurance Players, Marketing Strategies in India.

Practical Component

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

RECOMMENDED BOOKS

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

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

REFERENCE BOOKS:

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

TAX MANAGEMENT

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

Course Objectives:

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

Course Outcome:

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

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

Unit 1: **(8 Hours)**

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

Unit 2: **(10 Hours)**

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

Unit 3: **(10 Hours)**

Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

Unit 4: **(12 Hours)**

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory & problems), deductions from capital gains. Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses.

Unit 5: employability **(10 Hours)**

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

Unit 6: **(6 Hours)**

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

Practical Components:

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

Recommended Books :

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

Reference Books:

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

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INTERNATIONAL FINANCIAL MANAGEMENT

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

Objectives

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

Course Outcome:

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

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

Unit 1: **(6 Hours)**

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

Unit 2: **(10 Hours)**

International flow of funds and International Monetary system:-

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

International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit 3: **(10 Hours)**

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

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

Unit 4: **(10 Hours)**

International Financial Markets and Instruments: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets

International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements (Employbility)

Unit 5: **(10 Hours)**

International Parity Relationships & Forecasting Foreign Exchange rate: - Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate-Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage

Unit 6: **(10 Hours)**

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

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

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

Practical Component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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

FINANCIAL DERIVATIVES

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

Objectives:

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

Course Outcome:

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

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

Unit 1: **(6 Hours)**

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

Unit 2: **(12 Hours)**

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

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

Unit 3: Employability **(10 Hours)**

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

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Unit 4: **(12 Hours)**

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

Unit 5: employability **(8 Hours)**

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

Unit 6: **(8 Hours)**

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

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

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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

CORPORATE VALUATION

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

Objectives:

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

Course Outcome:

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

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

Unit 1: **(8 Hours)**

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

Unit 2: Employability **(12 Hours)**

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

Unit 3: **(10 Hours)**

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

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

Unit 4: **(8 Hours)**

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

Unit 5: **(10 Hours)**

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

Unit 6: **(8 Hours)**

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

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

Practical Component:

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

RECOMMENDED BOOKS

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

REFERENCE BOOKS

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

SEMESTER IV

Human Resources Management

PUBLIC RELATIONS

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

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Total Number of Lecture Hours : 56 Exam Marks : 80
Practical Component : 02 Hours / Week

Course Objective:

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

Course Outcomes:

The students will be able to

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

Unit 1: **(8 Hours)**

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

Unit 2: **(8 Hours)**

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

Unit 3: **(10 Hours)**

Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators

(Skill Development)

Case: Investing in Employees Pays Off (CJSS)

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

Case: Employee Retention: It is the employer who is on probation (LLHT)

Case: Maintaining Employee Relationship in a Tragedy (LLHT)

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

Unit 4: **(8 Hours)**

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism

Case: Community Relationships Maintained During Hospital Closing (CJSS)

Unit 5: **(8 Hours)**

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

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Case: Fatal Tiger Attack at San Francisco Zoo (LLHT)
Case: There's a Syringe in My Pepsi Can (CJSS)

Unit 6: **(14 Hours)**

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

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

Case: Take your choice – Tobacco or Health (CJSS)
Case: Bhopal – A Nightmare for Union Carbide (CJSS

Practical Component:

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

RECOMMENDED BOOKS

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

REFERENCE BOOKS:

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

WORKPLACE ETHICS AND VALUE SYSTEMS

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

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Total Number of Lecture Hours : 56 Exam Marks : 80
Practical Component : 02 Hours / Week

Course Objectives:

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

Course Outcomes:

The students will be able to

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

Unit 1: **(8 Hours)**

Workplace Ethics: Introduction, Needs, Principles, Development of Personal Ethics, Workplace Ethics for Employees-Ethical behavior in workplace- Professionalism, Ethical violations by employees, Employee Attitude and Ethics, Employee Etiquettes. Benefits of ethics in Workplace-employee commitment, investor loyalty, customer satisfaction, profits

Unit 2; **(8 Hours)**

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

Unit 3: **(10 Hours)**

Business Ethics and Corporate Governance: Overview of Business Ethics, Corporate Governance, Ethical issues in human resource management- The principal of ethical hiring, Firing, worker safety, whistle blowing, Equality of opportunity, Discrimination, Ethics and remuneration, Ethics in retrenchment. Ethical Dilemmas at workplace, Ethical issues in global business, corporate responsibility of employers.

Unit 4: **(10 Hours)**

Workplace Privacy & Ethics: Watching what you say and what you do in the workplace, Hardware, Software and Spyware, Plagiarism and Computer Crimes, Convenience and Death of Privacy, Defence of employee privacy rights.

Unit 5; **(12 Hours)**

Teamwork in the Workplace, Ethics, Discrimination and Harassment at Workplace & Ethics: Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics.Discrimination, sexual harassment, creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan –Supreme Court directions, Compulsory workplace guidelines.

Unit 6: **(8 Hours)**

Managing Change in Workplace through Ethics: Introduction to Change Management, Models of change, the Ethics of Managing Change, the role of ethics and responsibilities in leading innovation and change, ethics based model for change management, ethics and risks of change management

Practical Components:

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

RECOMMENDED TEXT BOOKS:

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

REFERENCE BOOKS:

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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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

Course Objectives:

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

Course Outcomes:

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The students will be able to

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

Unit 1: **(10 Hours)**

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

Unit 2: **(7 Hours)**

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

Unit 3: **(10 Hours)**

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

Unit 4: **(7 Hours)**

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

Unit 5: **(8 Hours)**

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

Unit 6: **(14 Hours)**

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

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

Practical Component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

ORGANISATION CHANGE AND DEVELOPMENT

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

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Course Objectives:

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

Course Outcomes:

The students will be able to

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

Unit 1: **(8 Hours)**

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

Unit 2: **(8 Hours)**

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

(Entrepreneurship)

Unit 3: **(8 Hours)**

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

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

Unit 4: **(8 Hours)**

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

Unit 5: **(12 Hours)**

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

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

Unit 6: **(12 Hours)**

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

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