

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

Group 1		
Sl. No.	Course Code	Course
1	16MBA11	Management & Organizational Behaviour
2	16MBA12	Managerial Economics
3	16MBA13	Accounting for Managers
4	16MBA15	Marketing Management
5	16MBAMM301	Consumer Behaviour
6	16MBAMM302	Retail Management
7	16MBAFM301	Principles & Practice of Banking
8	16MBAHR301	Industrial Relations & Legislations

Group 2		
Sl. No.	Course Code	Course
1	16MBA14	Quantitative Methods
2	16MBA21	Human Resource Management
3	16MBA22	Financial Management
4	16MBAMM303	Services Marketing
5	16MBAMM304	Marketing Research
6	16MBAFM302	Investment Banking & Financial Services
7	16MBAHR302	Recruitment & Selection
8	16MBAHR303	Compensation & Benefits

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Group 3		
Sl. No.	Course Code	Course
1	16MBA16	Managerial Communications
2	16MBAMM305	Business Marketing
3	16MBAMM306	Supply Chain Management
4	16MBAFM303	Investment Management
5	16MBAFM304	Advanced Financial Management
6	16MBAFM404	International Financial Management
7	16MBAHR304	Learning & Development
8	16MBAHR305	Knowledge Management

Group 4		
Sl. No.	Course Code	Course
1	16MBA24	Business Law & Policy
2	16MBAMM401	Sales Management
3	16MBAMM402	Integrated Marketing Communication
4	16MBAFM305	Cost Management
5	16MBAFM306	Strategic Credit Management
6	16MBAHR306	Conflict & Negotiation Management
7	16MBAHR401	Public relations
8	16MBAHR402	Workplace Ethics & Value Systems

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Group 5		
Sl. No.	Course Code	Course
1	16MBA25	Strategic Management
2	16MBAMM403	E-Marketing
3	16MBAMM404	Strategic Brand Management
4	16MBAFM401	Mergers, Acquisitions & Corporate Restructuring
5	16MBAFM402	Risk Management & Insurance
6	16MBAFM403	Tax Management
7	16MBAHR403	International Human Resource Management
8	16MBAHR404	Organization Change & Development

Group 6		
Sl. No.	Course Code	Course
1	16MBA26	Entrepreneurship Development
2	16MBAMM405	Rural Marketing
3	16MBAMM406	International Marketing Management
4	16MBAFM405	Financial Derivatives
5	16MBAFM406	Corporate Valuation
6	16MBAHR405	Strategic Talent Management
7	16MBAHR406	Personal Growth & Interpersonal Effectiveness

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01	16MBA11	Group-1	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR
Exam Hours:03		Exam Marks:100	
Part A - Principles of Management			
Unit 1: Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.			
Unit 2:Planning and Organizing: Planning: 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:Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.			
Part B - Organizational Behaviour			
Unit 4: Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.			
Unit 5: Foundations of Individual Behaviour: Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, the role of disabilities. Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. 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: 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.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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 • 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. • 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: <ul style="list-style-type: none"> • Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015. • 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. 			

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02	16MBA12	Group-1	Managerial Economics
Exam Hours:03		Exam Marks:100	
Unit 1: 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: <u>Meaning and Significance.(problems on Elasticity of Demand only).</u>			
Unit 2: 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: 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: 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: Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. 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: 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.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 			

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03	16MBA13	Group-1	ACCOUNTING FOR MANAGERS
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equation (problems on accounting equation).			
Unit 2: Preparation of books of Accounts: Journals, three column cash book, ledgers and trial balance. Depreciation- Straight line and Written down Value Methods.			
Unit 3: 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: Analysis of Financial Statements: Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).			
Unit 5: Emerging issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting - Accounting Standards and IFRS: Nature and significance			
Unit 6: Fundamentals of Taxation: Heads of Income, Deductions u/s 80C, Income Tax Rates and Returns for Individuals only (only theory)			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e , PHI, 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: <ul style="list-style-type: none"> • 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. 			

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04	16MBA15	Group-1	MARKETING MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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			
Unit 2: Consumer Behaviour Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives, Buyer Behaviour Models			
Unit 3: 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: 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: 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: 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,			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 			

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05	16MBAMM301	Group-1	CONSUMER BEHAVIOR
Exam Hours:03		Exam Marks:100	
Unit 1:			
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: 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. 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: 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 Ethnocentrism), 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: 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: External Influences on Consumer Behaviour			
Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India Culture 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.			

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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 reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, reference group appeals, Celebrities.

Unit 6: Consumer Influence and Diffusion of Innovations

Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders

Diffusion of Innovations: Diffusion Process (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.

Question paper pattern:

- The question paper will have eight questions.
- Each full question consists of 20 marks.
- The students will have to answer 5 any full questions.

RECOMMENDED BOOKS

- Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, 2010.
- Consumer Behaviour: 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.

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06	16MBAMM302	Group-1	RETAIL MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing - Customer Buying Behaviour, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario			
Unit 2: Theories of Retailing Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory.			
Unit 3: Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) – Human Resource Management, Information Systems and supply chain management & Logistics. Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.			
Unit 4: Store Management and Visual Merchandising: Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.			
Unit 5: Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing			
Unit 6: Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism Case Studies			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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. 			

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07	16MBAFM301	Group-1	PRINCIPLES AND PRACTICES OF BANKING
Exam Hours:03		Exam Marks:100	
<p>Unit 1: Banking system and structure in India- Evolution of Indian Banks-Types of banks - Public Sector, 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 Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.</p>			
<p>Unit 2: Theories of Retailing Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, 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.</p>			
<p>Unit 3: 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.</p>			
<p>Unit 4: 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.</p>			
<p>Unit 5: Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment</p>			
<p>Unit 6: 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</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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. • 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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

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08	16MBAHR301	Group-1	INDUSTRIAL RELATIONS AND LEGISLATIONS
Exam Hours:03		Exam Marks:100	
PART A			
<p>Unit 1:Introduction: Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India –Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.</p>			
<p>Unit 2: Collective Bargaining & Negotiation: Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements. Negotiations-Types of Negotiations-Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management</p>			
<p>Unit 3: Trade Union: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector</p>			
<p>Unit 4: Grievance procedure and Discipline management: Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.</p>			
PART B			
<p>Unit 5: INDUSTRIAL LEGISLATIONS Only basic objectives and major provisions of the following legislations:</p> <ul style="list-style-type: none"> · 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 			
<p>Unit 6:</p> <ul style="list-style-type: none"> · Minimum Wages Act, 1948 · Payment of Wages Act, 1936 · Payment of Gratuity Act 1972, · Employees’ Provident Fund and Miscellaneous Provisions Act 1952; · Payment of Bonus Act, 1965. · Employees Compensation Act in 2013 			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> · 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. • 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 			

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REFERENCE BOOKS:

- Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004.
- Bare Acts
- Industrial Relations and labor laws, Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, TMH, 1997.
- Industrial relations, trade unions and labor legislations, P R N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, Pearson Education, 2013.

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01	16MBA14	Group-2	QUANTITATIVE METHODS
Exam Hours:03		Exam Marks:100	
Unit 1: Descriptive Statistics: Measures of Central Tendency- mean, median, mode, Measures of Dispersion- Standard deviation, variance, Coefficient of Variance.			
Unit 2: Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression (problems on simple regression only)			
Unit 3: Probability Distribution: Concept and definition - Rules of probability – Random variables –Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).			
Unit 4: 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: Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using Graphical method. Transportation problem: basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.			
Unit 6: Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation, basic concept of project crashing.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> · 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: <ul style="list-style-type: none"> · 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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02	16MBA21	Group-2	HUMAN RESOURCE MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: Human Resource Management: Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM			
Unit 2: Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis. Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.			
Unit 3: Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment. Selection: Definition and Process of Selection. Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.			
Unit 4: Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods.			
Unit 5: Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India.			
Unit 6: 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.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 			

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03	16MBA22	Group-2	FINANCIAL MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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: 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: 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: 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.			
Unit 5: Working capital management – factors influencing working capital requirements – Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)			
Unit 6: 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)			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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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04	16MBAMM303	Group-2	SERVICES MARKETING
Exam Hours:03		Exam Marks:100	
Unit 1:			
<p>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.</p> <p>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.</p> <p>Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.</p>			
Unit 2: 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: 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: 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: 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. 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: 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.			
Question paper pattern:			
<ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS			
<ul style="list-style-type: none"> • Services Marketing-Valarie A Zeithmal& Mary Jo Bitner, 5/e, TMH, 2011 • Services Marketing-Christopher Lovelock, Pearson Education. 			
REFERENCE BOOKS:			
<ul style="list-style-type: none"> • 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 			

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05	16MBAMM304	Group-2	MARKETING RESEARCH
Exam Hours:03		Exam Marks:100	
Unit 1: 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: Research Design and Data Collection 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: 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: 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: 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: 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;			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • Marketing Research contemporary approach- Naraynreddy and GVRK Acharyalu, Excelpublications • Marketing Research and consumer Behavior Saravanel 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: <ul style="list-style-type: none"> • 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. 			

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06	16MBAFM302	Group-2	INVESTMENT BANKING AND FINANCIAL SERVICES
Exam Hours:03		Exam Marks:100	
Unit 1: Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post 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: 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: 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: 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: 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: 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.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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. 			

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07	16MBAHR302	Group-2	RECRUITMENT & SELECTION
Exam Hours:03		Exam Marks:100	
Unit 1: Job Analysis: Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert 41 workshops, critical incident technique, Fleisclunann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique			
Unit 2: Hiring Process & Hiring decision: Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis.			
Unit 3: Hiring internally: Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements.			
Unit 4: External Hiring: Meaning and definition of external recruitment. Sources of recruitment:-advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source			
Unit 5: Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate’s profile, challenges in the Interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV.			
Unit 6: Testing,Reference checking & Appointment orders: Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test 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),			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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, 5thEdition, 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: <ul style="list-style-type: none"> • 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 Bhattacharya, 2nd edition, Excel Books, 2009, ISBN: 8174464980, 9788174464989 • High performance hiring by Robert W. Wendover, Crisp Publication, California, 1991. 			

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08	16MBAHR303	Group-2	COMPENSATION AND BENEFITS
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation(wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options			
Unit 2: Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Internal Structure			
Unit 3: Job Evaluation: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure- various methods of calculation of compensation: Straight Piece Rate Method, Flat Time Rate Method, Halsey Premium Bonus Plan, Rowan Premium Bonus Plan, Taylor Differential Piece Rate Method			
Unit 4: Determining External Competitiveness and Benefits Management: Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits			
Unit 5: Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups			
Unit 6: Legal & Administrative Issues in Compensation Global Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • Compensation & Reward Management, BD Singh, 2ndedition, Excel BOOKS, 2012. • Compensation, Milkovich& Newman, 6thedition, Irwin/McGraw-Hill. • Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012. • An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002. 			
REFERENCE BOOKS: <ul style="list-style-type: none"> • Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004. • Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education • Compensation Management, ErSoniShyam Singh, Excel Books. 			

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01	16MBA16	Group-3	MANAGERIAL COMMUNICATION
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation - Communication in a cross-cultural setting			
Unit 2: Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication - Listening as a Communication Skill, Non-verbal communication			
Unit 3: Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.			
Unit 4: Business Letters and Reports: Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation - Writing memos Media Management: The press release – Press conference – Media interviews Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings. Meeting Documentation: Notice, Agenda, and Resolution & Minutes			
Unit 5: Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for managers. Case Methods of learning: Understanding the case method of learning. Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.			
Unit 6: Employment communication: Introduction – Composing Application Messages - Writing CVs – Group discussions – Interview skills Impact of Technological Advancement on Business Communication – Technology-enabled Communication- Communication networks – Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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, HPH. • 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: <ul style="list-style-type: none"> • Effective Technical Communication - Ashraf Rizvi M, TMH, 2005. • Business Communication - Sehgal M. K & Khetrpal V, Excel Books. • Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012. • Basic Business Communication – Raj Kumar, Excel Books, 2010. 			

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02	16MBAMM305	Group-3	BUSINESS MARKETING
Exam Hours:03		Exam Marks:100	
Unit 1: Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services, Business customers purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.			
Unit 2: Organizational Buying Behaviour: Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre, 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: Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market. Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy. Business Service Marketing: Special Challenges			
Unit 4: Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts, SCM, Logistics Management, Customer Service, Major cost centres of Market Logistics.			
Unit 5: Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.			
Unit 6: Management of Sales Force: Personal Selling, The Selling Process, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues. B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, Marketing strategy for the electronic market place.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • Business Marketing – Krishna K Havaldar, Latest Edition, Tata McGraw Hill Publication. • Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice- Hall International Publication. • Business Marketing Management – Michael D Hutt, Thomas W Speh, Latest Edition, Cengage Learning Publication. 			
REFERENCE BOOKS: <ul style="list-style-type: none"> • Business Marketing – Frank G Bingham Jr., Latest Edition; Tata McGraw Hill Publication. • Industrial Marketing – Mukherjee H S; Latest Edition; Excel BOOKS Publication. • Industrial Marketing – PK Ghosh, Latest Edition; Oxford University Press. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

03	16MBAMM306	Group-3	SUPPLY CHAIN MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction: Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.			
Unit 2: Designing the supply chain network: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation.			
Unit 3: Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. [Simple problems only for understanding the concept]			
Unit 4: Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase 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: Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, traditional forecasting, CPFRP, customer service, expected cost of stockouts.			
Unit 6: Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM – concept of demand chain management			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

04	16MBAFM303	Group-3	INVESTMENT MANAGEMENT
Exam Hours:03		Exam Marks:100	
<p>Unit 1: Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds- NAV.</p>			
<p>Unit 2: 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.</p>			
<p>Unit 3: 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</p>			
<p>Unit 4: 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</p>			
<p>Unit 5: 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)</p>			
<p>Unit 6: 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 Jensen's.</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

05	16MBAFM304	Group-3	ADVANCED FINANCIAL MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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: 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: 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: 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: 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: 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.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

06	16MBAFM404	Group-3	INTERNATIONAL FINANCIAL MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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: 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: 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- -Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.			
Unit 4: 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			
Unit 5: International Parity Relationships & Forecasting Foreign Exchange rate: - Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage			
Unit 6: Foreign Exchange exposure: - Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. 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)			
Question paper pattern:			
<ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS			
<ul style="list-style-type: none"> • 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:			
<ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

07	16MBAHR304	Group-3	LEARNING AND DEVELOPMENT
Exam Hours:03		Exam Marks:100	
<p>Unit 1: Introduction to Employee learning and Development, learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.</p>			
<p>Unit 2: Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer.</p>			
<p>Unit 3: Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities,</p>			
<p>Unit 4: Training implementation & Methods: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer. Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods. Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.</p>			
<p>Unit 5: Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity</p>			
<p>Unit 6: Executive Development/ Management Development/Career Management Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training, Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

08	16MBAHR305	Group-3	KNOWLEDGE MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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, 47 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: 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: 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: 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: 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: 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.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

01	16MBA24	Group-4	BUSINESS LAW AND POLICY
Exam Hours:03		Exam Marks:100	
Unit 1: Indian Contract Act, 1872 -meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency. Bailment and Pledgemeanig rights and duties of bailor and bailee.			
Unit 2: Companies Act 1956 - Meaning and features, kinds of companies, registration and incorporation, Memorandum of Association,& Articles of Association, Prospectus. Winding up of companies			
Unit 3: Miscellaneous Acts -Meaning, scope and objectives of: (a) Intellectual Property Law (relating to patents, copyrights and trademarks): (b) Consumer Protection Act 1986 and (c) Environment Protection Act 1986,			
Unit 4: Indian Partnership Act 1932 - THE NATURE OF PARTNERSHIP - Introduction of a partner- Admission of the partner -Retirement of a partner- Expulsion of a partner - Insolvency a partner - Liability of estate of deceased partner			
Unit 5: Corporate Governance: Introduction, Definition, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance. Obligation to society, investors, employees and customers, managerial obligation, Indian cases			
Unit 6: Corporate Social Responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective, Indian examples. Latest trends in CSR			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011. • Business and Government – Francis Cherunilam, HPH. • Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011. • Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012. • Business Law for Managers, Goel P. K, Biztantra, 2012. • Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V &Rupamanjari Sinha Ray, Vikas Publishing House, 2012. 			
REFERENCE BOOKS: <ul style="list-style-type: none"> • Business and Society - Lawrence and Weber, 12/e, Tata McGraw- Hill, 2010. • Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012. • Corporate Governance - Keshoo Prasad, 2/e, PHI. • Corporate Governance, Ethics and social responsibility - Balachandran V, &Chandrashekharan V, 2/e, PHI, 2011. • Corporate Governance – Machiraju H. R, HPH. • Business Ethics and Corporate Governance – Prabakaran S, Excel BOOKS. • Corporate Governance – Badi N. V, Vrinda Publications, 2012. • Civic Sense – Prakash Pillappa, Excel BOOKS, 2012. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

02	16MBAMM401	Group-4	SALES MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.			
Unit 2: Selling skills & Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-u action.			
Unit 3: Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.			
Unit 4: Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process-international sales management -international market selection market survey approach or strategy			
Unit 5: Sales Manager and Sales Person: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person.			
Unit 6: Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003. • Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press. • Sales & Distribution Management, A. Nag, McGraw Hill, 2013 			
REFERENCE BOOKS: <ul style="list-style-type: none"> • 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 Publishing House 3. • Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co. • Sales & Distribution Management- Text and Cases, 2nd Ed, McGraw Hill. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

03	16MBAMM402	Group-4	INTEGRATED MARKETING COMMUNICATIONS
Exam Hours:03		Exam Marks:100	
<p>Unit 1: Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC</p>			
<p>Unit 2: Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.</p>			
<p>Unit 3: Media planning: Developing Media plan, Problems encountered, Media Evaluation- Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.</p>			
<p>Unit 4: Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push/pull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.</p>			
<p>Unit 5: Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.</p>			
<p>Unit 6: International Advertising: Global environment in advertising, Decision areas in international advertising Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising Industrial advertising: B 2 B Communication, Special issues in Industrial selling.</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012. • Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning. • Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007. • Integrated Marketing Communications – Niraj Kumar, HPH. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

04	16MBAFM305	Group-4	COST MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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: 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: 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: 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: 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: 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)			
RECOMMENDED BOOKS			
<ul style="list-style-type: none"> • 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:			
<ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

05	16MBAFM306	Group-4	STRATEGIC CREDIT MANAGEMENT
Exam Hours:03		Exam Marks:100	
<p>Unit 1: 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.</p>			
<p>Unit 2: 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.</p>			
<p>Unit 3: 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</p>			
<p>Unit 4: 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</p>			
<p>Unit 5: 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</p>			
<p>Unit 6: 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</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

06	16MBAHR306	Group-4	CONFLICT AND NEGOTIATION MANAGEMENT
Exam Hours:03		Exam Marks:100	
<p>Unit 1Introduction: 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.</p>			
<p>Unit 2: Conflict Management Design: Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.</p>			
<p>Unit 3: 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.</p>			
<p>Unit 4: Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.</p>			
<p>Unit 5: Negotiations/Negotiation strategies -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation.</p>			
<p>Unit 6: Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

07	16MBAHR401	Group-4	PUBLIC RELATIONS
Exam Hours:03		Exam Marks:100	
<p>Unit 1 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</p>			
<p>Unit 2: Theoretical basis for Public Relations –Theories of Relationships –Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory – Public Relations roles – Models of Public Relations – Approaches to Conflict Resolutions</p>			
<p>Unit 3: Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators Case: 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)</p>			
<p>Unit 4: Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism Case: Community Relationships Maintained During Hospital Closing (CJSS)</p>			
<p>Unit 5: Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations Case: Fatal Tiger Attack at San Francisco Zoo (LLHT) Case: There’s a Syringe in My Pepsi Can (CJSS)</p>			
<p>Unit 6: Issues in Public Relations/Crisis Management – public relations challenges –Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of Compromise –Issue Anticipation – Scenario Technique. Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines Case: Take your choice – Tobacco or Health (CJSS) Case: Bhopal – A Nightmare for Union Carbide (CJSS)</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • “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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

08	16MBAHR402	Group-4	WORKPLACE ETHICS AND VALUE SYSTEMS
Exam Hours:03		Exam Marks:100	
Unit 1			
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 Workplaceemployee commitment, investor loyalty, customer satisfaction, profits			
Unit 2: 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: 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: 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: 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: 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			
Question paper pattern:			
<ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS			
<ul style="list-style-type: none"> • 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:			
<ul style="list-style-type: none"> • 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 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

01	16MBA25	Group-6	STRATEGIC MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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: 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: 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 driving forces – Key Success Factors – concept and implementation.			
Unit 4: Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking Generic Competitive 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.			
Unit 5: 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: Strategy Implementation – Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy, Strategy, Leadership and Culture			
Question paper pattern:			
<ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS			
<ul style="list-style-type: none"> • 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:			
<ul style="list-style-type: none"> • 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 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

02	16MBAMM403	Group-5	E-MARKETING
Exam Hours:03		Exam Marks:100	
<p>Unit 1: Introduction to E-Marketing: Landscape – Past – Today – Future – Internet Marketing Paradigm – Internet Infrastructure Stack Business Models & Strategies: Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models– Performance Metrics – The Balanced Scorecard</p>			
<p>Unit 2: E-Marketing Plan: Overview of the E-Marketing Planning Process – Creating an EMarketingPlan – A Seven-Step E-Marketing Plan The E-Marketing Environment: Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security – Cyber Crime</p>			
<p>Unit 3: E-Marketing Research: Data Drive Strategy – Marketing Knowledge Management – Monitoring Social Media – Technology-Enabled Approaches – Real-Space Approaches – Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics - Consumer Behaviour Online – Segmentation – Targeting – Differentiation – Positioning Strategies</p>			
<p>Unit 4: E-Marketing Management: Product – Products on Internet – Creating Customer Value Online– Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics – Promotion – Integrated Marketing Communication (IMC) – Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling – IMC Metrics</p>			
<p>Unit 5: Customer Acquisition and Retention: Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing – Customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success</p>			
<p>Unit 6: Evaluating Performance and Opportunities: Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing – Media Coverage 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</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • The Essential Guide to Online Marketing, Rob Stokes, 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, Jaico Publishing House, 2011. • Online Display Advertising: Targeting and Obtrusiveness, Marketing Science, Goldfarband Tucker, May-June 2011. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

03	16MBAMM404	Group-5	STRATEGIC BRAND MANAGEMENT
Exam Hours:03		Exam Marks:100	
<p>Unit 1: Introduction to the concept of Brand Management: Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, 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</p>			
<p>Unit 2: Customer Based Brand Equity: Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,</p>			
<p>Unit 3: Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.</p>			
<p>Unit 4: Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems. Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing based comparisons- Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.</p>			
<p>Unit 5: Designing and sustaining branding strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.</p>			
<p>Unit 6: 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, managerial blockages, organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

• Creating powerful brands – Chernatony, 1/e, Elsevier Publication.

04	16 MBAFM401	Group-6	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING
Exam Hours:03		Exam Marks:100	
<p>Unit 1: 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.</p>			
<p>Unit 2: 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.</p>			
<p>Unit 3: 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.</p>			
<p>Unit 4: 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.</p>			
<p>Unit 5: 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</p>			
<p>Unit 6: 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</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS</p> <ul style="list-style-type: none"> • 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. • 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. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

05	16MBA FM402	Group-5	RISK MANAGEMENT AND INSURANCE
Exam Hours:03		Exam Marks:100	
Unit 1:			
<p>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</p> <p>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.</p> <p>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.</p>			
Unit 2: (8 Hours)			
<p>Risk Measurement-Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk.</p> <p>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</p>			
Unit 3: Introduction to Insurance			
<p>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.</p> <p>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.</p>			
Unit 4: Life Insurance			
<p>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.</p> <p>Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities.</p>			
Unit 5:			
<p>General Insurance-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC)-Performance Private and Public General insurance companies.</p> <p>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.</p> <p>Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage.</p> <p>Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy.</p> <p>Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.</p>			
Unit 6: Management of Insurance Companies			

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Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers.
Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance.
Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance.
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.

Question paper pattern:

- The question paper will have eight questions.
- Each full question consists of 20 marks.
- The students will have to answer 5 any full questions.

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.

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

06	16 MBA FM403	Group-5	TAX MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: 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: Explanation under various heads of income. Income from salary (Basic problems), Income from House Property (Theory Only)			
Unit 3: Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).			
Unit 4: Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(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: 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 .			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
Recommended Books : <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Mehrotra- Direct Tax – SahityaBhavan • T N Manoharan- Students Guide to Income Tax – Snow White 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

07	16MBA HR403	Group-5	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, 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: 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.			
Unit 3: International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.			
Unit 4: Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.			
Unit 5: Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.			
Unit 6: International Compensation and International Employment Laws and HRIS: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, 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.			
Question paper pattern:			

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- The question paper will have eight questions.
- Each full question consists of 20 marks.
- The students will have to answer 5 any full questions.

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.

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

08	16MBA HR404	Group-5	ORGANISATION CHANGE AND DEVELOPMENT
Exam Hours:03		Exam Marks:100	
<p>Unit 1: Organizational change- Introduction, nature of change, Internal & External changes, types of change. Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.</p>			
<p>Unit 2: Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.</p>			
<p>Unit 3: Organization development-Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Process of Organization Development: Entering into OD relationship, developing a contract.</p>			
<p>Unit 4: Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.</p>			
<p>Unit 5: 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.</p>			
<p>Unit 6: Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation. The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. OD Consultant's role, issues in consultantclient relationship, Power, Politics & OD, Research on OD.</p>			
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
<p>RECOMMENDED BOOKS:</p> <ul style="list-style-type: none"> • Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, Cengage Learning. • Understanding the theory and design of organization, Richard L Draft, Cengage Learning. • Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI. • Organization Change and Development, Kavith Singh, Excel BOOKS. 			
<p>REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed. • Management of Organizational Change – K Harigopal – Response BOOKS, 2001 • Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education 			

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PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

01	16MBA26	Group-6	ENTREPRENEURSHIP DEVELOPMENT
Exam Hours:03		Exam Marks:100	
Unit 1: Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.			
Unit 2: Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan – Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.			
Unit 3: Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC – Single Window - Latest Industrial Policy of Government of India			
Unit 4: Family Business: Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.			
Unit 5: International Entrepreneurship Opportunities: The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade.			
Unit 6: Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists – approaching venture capitalists. Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship, MSME Policies. Make-In India, Start-Up India, Stand-Up India.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007 • 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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PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

02	16MBA MM405	Group-6	RURAL MARKETING
Exam Hours:03		Exam Marks:100	
Unit 1: Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.			
Unit 2: Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.			
Unit 3: Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies Rural marketing of financial services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services			
Unit 4: Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry. Indian agrochemical market: Marketing environment for agrochemicals in India, factors affecting agro chemicals market growth, structural challenges faced by Indian agrochemical industry, marketing strategies for agro chemicals.			
Unit 5: Marketing of agricultural produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce 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: 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 Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry's India agriline, Kandhamal Apex Spices Association for Marketing(KASAM) Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies			

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As per 2017 Regulation

Question paper pattern:

- The question paper will have eight questions.
- Each full question consists of 20 marks.
- The students will have to answer 5 any full questions.

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.

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As per 2017 Regulation

03	16MBA MM406	Group-6	INTERNATIONAL MARKETING MANAGEMENT
Exam Hours:03		Exam Marks:100	
Unit 1: International Marketing – Definition and Scope – Reasons and Motivations – Global Vs Domestic Marketing – Concepts related to the management of international marketing function –World Trade and India’s foreign trade: an overview – Institutional framework for exports in India.			
Unit 2: International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter’s Diamond Theory- Managerial Implications Global marketing environment – cultural Environment Political and Legal Environment Economic Environment.- Modes of entry in to foreign business			
Unit 3: India’s Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments			
Unit 4: 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: International Pricing and Promotion decisions- International pricing decisions-International Promotional decisions- Evaluation of international marketing performance- coordination of International marketing performance			
Unit 6: International distribution strategy: International Channels – Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision – International Retailing – Role of Logistics			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Essentials of International Marketing, Donald L. Brady, 1st Edition, JaicoPublishingHouse, 2011 • Export: What, Where, How, Para Ram, Anupam Publishers, Delhi. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Business Administration)
As per 2017 Regulation

04	16MBA FM405	Group-6	FINANCIAL DERIVATIVES
Exam Hours:03		Exam Marks:100	
Unit 1: 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: 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: Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.			
Unit 4: 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: 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: 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)			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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, Cengage Learning, 2008. • Financial Derivatives- Bishnupriya Mishra and SathyaSwaroopDebashish, Excel BOOKS, 2007. • Options & Futures –Edwards & Ma, 1/e, McGraw Hill. • 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. 			

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As per 2017 Regulation

05	16MBA FM406	Group-6	Corporate Valuation
Exam Hours:03		Exam Marks:100	
Unit 1: 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: Enterprise DCF Model-Analysing historical performance-Estimating the cost of CapitalForecasting 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: Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation.			
Unit 4: 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: 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: 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)			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS <ul style="list-style-type: none"> • Corporate Valuation and Value Creation, Prasanna Chandra, Tata McGraw Hill, 2011. • Valuation, Aswath Damodaran, Damodaran, 2/e, John Wiley and Sons, 2006. 			
REFERENCE BOOKS: <ul style="list-style-type: none"> • 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, Jakob Tolleryd, 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. 			

Visvesvaraya Technological University, Belagavi.
PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

06	16MBA HR405	Group-6	Strategic Talent Management
Exam Hours:03		Exam Marks:100	
Unit 1: Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.			
Unit 2: Talent Planning – Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.			
Unit 3: Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management ,employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.			
Unit 4: Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.			
Unit 5: Methodology of competency mapping : competency model development ,competency models, people capability maturity model ,developing competency framework , competency profiling, competency mapping tools , use of psychological testing in competency mapping , competency based interviewing , assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.			
Unit 6: Measuring Performance, Assessment and Development Centre: background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement. Assessment and Development Centre : concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS: <ul style="list-style-type: none"> • The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill • Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993. • A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004. • Competency mapping, Assessment and Growth – Naik G.P, IIHRM, 2010. 			
REFERENCE BOOKS: <ul style="list-style-type: none"> • The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi. • Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS • Performance Management – Herman Aguinis, Pearson Education, 2007. • Performance Management, Rao, Wiley. 			

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PhD Coursework Courses – 2018 (Master of Bussiness Administration)
As per 2017 Regulation

07	16MBA HR406	Group-6	Personal Growth & Interpersonal Effectiveness
Exam Hours:03		Exam Marks:100	
Unit 1: Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanisms; developing a self improvement plan. Interpersonal Trust: Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self reflection and practicing new behaviors.			
Unit 2: Understanding Human Personality: Personality – Meaning & Determinants; Personality theories, Carl Jung's theory of personality Types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B Personalities; Emotional intelligence – Meaning, Dimensions, and Emotionally intelligent Organizations.			
Unit 3: Attitudes, beliefs, Values and their impact on behavior; Personal change- meaning, nature and requisites. Locus of control. Habit Formation - Habits of personal effectiveness. Seven habits of highly effective people.			
Unit 4: Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming (NLP).			
Unit 5: Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, Time management and honoring the commitments.			
Unit 6: Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; strokes and stamps. Experiential learning methodologies: T-group sensitivity training, encounter groups and appreciative enquiry.			
Question paper pattern: <ul style="list-style-type: none"> • The question paper will have eight questions. • Each full question consists of 20 marks. • The students will have to answer 5 any full questions. 			
RECOMMENDED BOOKS: <ul style="list-style-type: none"> • Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003. • Human Relations in organizations - Robert N. Lussier, 6/e, Mc-Graw Hill Education. • Development of Management Skills - Whetten& Cameron, 7/e, PHI. • Competency Mapping Assessment and Growth - Naik G.P, IIHRM, 2010. 			
REFERENCE BOOKS: <ul style="list-style-type: none"> • Understanding OB - Udai Pareek, Oxford University Press. • Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd. • Seven habits of highly effective people - Stephen R Covey, Pocket Books. • Training in interpersonal Skills- Stephen Robbins, Pearson Education. 			