

Group No.	Course Code	Course Title	Unique Code
1	20MBA11	Management & Organizational Behaviour	201BA001
1	20MBA21	Human Resource Management	201BA002
1	20MBAMM303	Services Marketing	201BA003
1	20MBAFM303	Investment Management	201BA004
1	20MBAHR303	Recruitment & Selection	201BA005
1	20MBAMM401	B2B Marketing Management	201BA006
1	20MBAFM401	Risk Management and Insurance	201BA007
1	20MBAHR401	Organizational Leadership	201BA008

2	20MBA12	Managerial Economics	202BA001
2	20MBA22	Financial Management	202BA002
2	20MBAMM304	Marketing Research & Analytics	202BA003
2	20MBAFM304	Direct Taxation	202BA004
2	20MBAHR304	Human Resource Analytics	202BA005
2	20MBAMM402	Logistics and Supply Chain Management	202BA006
2	20MBAFM402	Financial Derivatives	202BA007
2	20MBAHR402	Personal Growth & Interpersonal Effectiveness	202BA008

3	20MBA13	Accounting for Managers	203BA001
3	20MBA23	Research Methodology	203BA002
3	20MBAMM305	Consumer Behaviour	203BA003
3	20MBAFM305	Banking and Financial Services	203BA004
3	20MBAHR305	Industrial Relations and Labour Laws	203BA005
3	20MBAMM403	Digital Marketing Management	203BA006
3	20MBAFM403	Indirect Taxation	203BA007
3	20MBAHR403	International Human Resource Management	203BA008

4	20MBA14	Business Statistics	204BA001
4	20MBA24	Operations Research	204BA002
4	20MBAMM306	Retail Management	204BA003
4	20MBAFM306	Advanced Financial Management	204BA004
4	20MBAHR306	Compensation & Reward System	204BA005
4	20MBAMM404	Strategic Brand Management	204BA006
4	20MBAFM404	Mergers, Acquisitions & Corporate Restructuring	204BA007
4	20MBAHR404	Organization Change and Development	204BA008

5	20MBA15	Marketing Management	205BA001
5	20MBA25	Strategic Management	205BA002
5	20MBA301	Emerging Exponential Technologies	205BA003
5	20MBAMM405	Agri Business Marketing	205BA004
5	20MBAFM405	Corporate Valuation	205BA005
5	20MBAHR405	Human Resource Audit	205BA006

6	20MBA16	Managerial Communication	206BA001
6	20MBA26	Entrepreneurship & Legal Aspects	206BA002
6	20MBA302	Technology & Operational Strategy	206BA003
6	20MBAMM406	International Marketing Management	206BA004
6	20MBAFM406	International Financial Management	206BA005
6	20MBAHR406	Management Consulting for Business Excellence	206BA006

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(Group-1):				
Course Code: 20MBA11		Course Title: Management & Organizational Behaviour		
Exam Hours: 3 hours			Exam Marks(Maximum):100	
Module-1: Introduction to Management				
Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.				
Module-2: Functions of Management				
Planning - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation -Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing -Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling -Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making - Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.				
Module-3: Organisational Behaviour				
Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Perception -Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality -Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation -Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.				
Module-4: Managing Human at Work				
Group Dynamics - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, impact of External Factors on Group Behaviour. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, reasons for Team Failure, Creating Effective Teams.				
Module-5: Organizational Power, Politics and Culture				
Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture - Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.				
Module-6: Change and Stress Management				
Change - Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management -Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Essentials of Management	Koontz	McGraw Hill	8e, 2014
2	Principles and Practices of Management and Organisational	Chandrani Singh and Aditi Khatri	Sage Publication	2016
3	Organizational behaviour	Stephen P Robbins, Timothy	Pearson	14e, 2012

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4	Organizational Behaviour	Fred Luthans,	McGraw Hill International	12/e, 2011
5	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013

(Group-1):	
Course Code: 20MBA21 Course Title: Human Resource Management	
Exam Hours: 3 hours	Exam Marks(Maximum):100
Module-1: Introduction	
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management , Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.	
Module-2: Human Resource Planning	
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training	
Module-3: Performance Management and Appraisal	
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.	
Module-4: Human Resource Management in Small and Medium Enterprises	
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs. Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on “Training Program at ABC Cement” . .	
Module-5: Human Resource Management Innovations	
Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.	

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Module - 6 HR Leadership and Organisation Transformation				
Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeful workplace, HR and Technology.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019
2	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
3	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
4	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		2004

(Group-1):	
Course Code: 20MBAMM303	Course Title: SERVICES MARKETING
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1: Introduction to services	
Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; GAP models of service quality. Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.	
Module-2: Market Research for Customer Expectation	
Key reasons for gap using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.	
Module-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-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.	

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Module-4: Employee role in service designing and Delivery				
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 service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.				
Module-5: Role of services marketing communication				
Role of services marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies, SERVQUAL Model.				
Module-6: Physical Evidence in Services				
Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Services Marketing	Valarie A Zeithmal &	McGraw Hill	6/e 2018
2	Services Marketing	Christopher Lovelock	Pearson Education	2014
3	Services Marketing	Rajendra Nargundkar	McGraw Hill	2015
4	Services Marketing	Hoffman & Bateson	Cengage Learning	2017
5	Services Marketing: Operation, Management and Strategy	Strategy-Kenneth E Clow& David L. Kurtz	Biztantra	2016

(Group-1):	
Course Code:20MBAFM303 Course Title: Investment Management	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1: Introduction to Investment	
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).	
Module-2: Return and Risk Concepts	
Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security (Theory & Problems).	

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Module-3: Valuation of Securities				
Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).				
Module-4: Macro-Economic and Industry Analysis				
Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).				
Module-5: Modern Portfolio Theory				
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe’s Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe’s Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).				
Module-6: Portfolio Management Strategies and Performance Evaluation				
Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher’s Name	Publication year
1	Investment Analysis and Portfolio management	Prasanna Chandra	Tata McGraw Hill Education	3/e, 2010
3	Security Analysis & Portfolio Management	J Kevin	Tata McGraw Hill Education	2014
4	Analysis of Investments &	Reilly & Brown	Cengage	10e/2017
5	Security Analysis & Portfolio Management	Punithavathy Ehavathy Pandian	Vikas Publications	2/e, 201/8
6	Investment management	Bhalla V.K.	Vikas Publications	19/e, 2018

(Group-1):	
Course Code:20MBAHR303 Course Title: Recruitment & Selection	
Exam Hours: 3 hours	
Exam Marks (Maximum):100	
Module-1: Workforce Planning and Recruitment Analytics	
Concept of Work, Organisation’s Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices.	

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Module-2: Job Analysis, Job Description and Job Design				
Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.				
Module-3: Job Evaluation				
The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.				
Module-4: Selection and Interview Strategy				
Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.				
Module-5: Testing and Assessment				
Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.				
Module-6: Making the Hire; Assessment of Candidate and Job Fit				
Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	How to Recruit, Incentives and Retain Millennials.	Rohtak	Sage Publications	2019
3	Human Resource Management	R. C. Sharma	Sage Publications	2019
4	Human Resource Management:	Amitabha Sengupta	Sage Publications	2018
5	Leadership: Theory and Practices	Peter G. Northouse	Sage Publications India Pvt. Ltd	7/e, 2016

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(Group-1):				
Course Code: 20MBAMM401		Course Title: B2B Marketing Management		
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module-1: B2B Marketing				
B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.				
Module-2: Purchasing Behaviour				
Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process- variations. Buying situations and marketer actions. Online buying. Traditional marketing approach- uncertainties of buyer and supplier/ marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Case Study				
Module-3: B2B strategy and Market Segmentation				
Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification. B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. Case Study.				
Module-4: Market Communication				
Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high-priority customers. Value selling and consequences- order fulfilment-relationship building- Case Study.				
Module-5: Relationship Portfolio & Key Account Management				
Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study. Assignment: Implementing KAM				
Module-6: B2B product Offerings and Price Setting				
Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Case Study				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Business to Business Marketing	Ross Brennan, Louise Canning & Raymond McDowell	Sage Publications	3e -2014
2	B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer	Heidi Taylor	Kogan Page	1/e, 2017
3	Innovative B2B Marketing: New Models, Processes and	Simon Hall	Kogan Page	1/e, 2017
4	Product and Brand Management	Michael Baker and Stuart Hart	Pearson	4/e, 2014

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(Group-1):				
Course Code: 20MBAFM401	Course Title: Risk Management and Insurance			
Exam Hours: 3 hours				
Exam Marks (Maximum):100				
Module-1: 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. 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. (Theory).				
Module-2: Risk Measurement				
Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).				
Module-3: Introduction to Insurance				
Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).				
Module-4: Life Insurance				
Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).				
Module-5: General Insurance				
Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).				
Module-6: Management of Insurance Companies				
Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Principles of Risk Management and Insurance	George E Rejda	Pearson	12/e, 2009
2	Insurance and Risk Management	P.K. Gupta	Himalaya	1/e, 2010

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3	Principles and Practice of Insurance	P. Periasamy	Himalaya Publishing House	2/e, 2009
4	Introduction to Risk Management and Insurance	Dorfman, Mark S.	Prentice Hall India	10/e, 2008
5	Risk Management and Insurance	Scott E. Harrington, Gregory R Niehaus	TMH	2/e, 2007

(Group-1):	
Course Code: 20MBAHR401 Course Title: Organizational Leadership	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1: Introduction	
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management.	
Module-2: Model of Leadership - Part A	
Trait Approach Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Skills Approach Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Behavioral Approach Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Situational Approach Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Module-3: Model of Leadership - Part B	
Path-Goal Theory Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path-Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Leader-Member Exchange Theory Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Transformational Leadership Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non-leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Authentic Leadership Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Psychodynamic Approach Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach, 1. Focus on the Inner Theatre	

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2. Focus on the Leader-Follower Relationships
 Social Defense Mechanisms, Mirroring and Idealizing, Identification With the Aggressor
 3. Focus on the Shadow Side of Leadership Narcissism
 How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

Module-4: Leadership Instrument

Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument

Module-5: Ethical Leadership

Description, Ethics Defined; Level 1. Preconventional Morality; Level 2. Conventional Morality; Level 3. Post-conventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz’s Perspective on Ethical Leadership; Burns’s Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.

Module-6: Leadership Practices

Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. Survey Report analysis of NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership.

Question paper pattern:

- The Semester End Examination(SEE) question paper will be set for 100 marks
- The question paper will have ten questions covering all modules.
- Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules).
- Students will have to answer 5 full questions.
- 100 percent theory in the SEE.

Textbook/Reference Books

	Title of the book	Author Name	Publisher’s Name	Publication year
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publications	7/e, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	Charismatic Leadership in Organisations	Jay A. Conger, Rabindra N. Kanungo	Sage Publications	1998
4	Leadership: Theory and Practice	Peter G. Northouse	Sage	2010

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-2):				
Course Code: 20MBA12		Course Title: Managerial Economics		
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module -1 Introduction				
Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.				
Module -2 Demand Analysis				
Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems).				
Module -3 Cost Analysis & Production analysis				
Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).				
Module -4 Market structure and Pricing Practices				
Perfect Competition , Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.				
Module -5 Indian Business environment				
Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment Basic Macro Economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP.				
Module-6 Indian Industrial Policy				
Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. 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 Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 80 percent theory and 20 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill	2/e, 2011
2	Managerial Economics	Dominick Salvatore,	Oxford Publishers	2e, 2016
3	Managerial Economics	Samuelson & Marks	Wiley	5/e, 2015
4	Managerial Economics	D.M Mithani	HPH	2016
5	Managerial Economics	H.L Ahuja Samuelson & Marks	S.Chanda	2014

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-2): Course Code: 20MBA22 Course Title: Financial Management				
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module-1 Introduction				
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).				
Module-2 Time value of money				
Meaning of 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. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.				
Module-3				
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). 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. (Theory & Problem). Case Study on WACC.				
Module-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 Problem). Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.				
Module-5 Working Capital Management				
Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.				
Module-6 Capital structure and dividend decisions				
Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.				
Question paper pattern:				
<ul style="list-style-type: none"> • The SEE question paper will be set for 100 marks • The question paper will have ten questions. • Each full question is for 20 marks (with a maximum of four sub questions). • Students will have to answer 5 full questions • 40 percent theory and 60 percent problems in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Financial Management	Khan M. Y. & Jain P.K,	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e,
3	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016
4	Financial Management	I M Pandey	Vikas	11/e, 2012
5	Cases in Financial Management	I.M.Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-2):																															
Course Code: 20MBAMM304	Course Title: Marketing Research & Analytics																														
Exam Hours: 3 hours																															
Exam Marks (Maximum):100																															
Module-1 Marketing Research Dynamics																															
Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.																															
Module -2 Marketing Research Projects																															
Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects.																															
Module -3 Decision Support System																															
Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.																															
Module -4 Applications of Marketing Research																															
Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.																															
Module -5 Predictive analysis																															
Meaning of predictive analysis, how good are models at predictive behaviour, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay.																															
Module - 6 Product Research																															
Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, evaluating prototypes, Luxury and Lifestyle products.																															
Question paper pattern:																															
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from Different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 																															
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	<table border="1"> <thead> <tr> <th></th> <th>Title of the book</th> <th>Author Name</th> <th>Publisher's Name</th> <th>Publication year</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Marketing Research- An Applied Orientation</td> <td>Naresh K Malhotra & SatyaBhushan Dash</td> <td>Pearson</td> <td>7th Edition</td> </tr> <tr> <td>2</td> <td>Marketing Analytics Using Excel</td> <td>Ajithab Dash</td> <td>Sage publications</td> <td>2019</td> </tr> <tr> <td>3</td> <td>Essentials of Marketing Research</td> <td>William G Zikmund et. al</td> <td>Cengage Learning</td> <td>7/e</td> </tr> <tr> <td>4</td> <td>Marketing Research</td> <td>V Kumar</td> <td>Sage Publications</td> <td>1/e, 2015</td> </tr> <tr> <td>5</td> <td>Market Research: Text and cases</td> <td>Rajendra Nargundkar</td> <td>Mc Graw Hill</td> <td>3rd Edition</td> </tr> </tbody> </table>		Title of the book	Author Name	Publisher's Name	Publication year	1	Marketing Research- An Applied Orientation	Naresh K Malhotra & SatyaBhushan Dash	Pearson	7 th Edition	2	Marketing Analytics Using Excel	Ajithab Dash	Sage publications	2019	3	Essentials of Marketing Research	William G Zikmund et. al	Cengage Learning	7/e	4	Marketing Research	V Kumar	Sage Publications	1/e, 2015	5	Market Research: Text and cases	Rajendra Nargundkar	Mc Graw Hill	3 rd Edition
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2	Marketing Analytics Using Excel	Ajithab Dash	Sage publications	2019																											
3	Essentials of Marketing Research	William G Zikmund et. al	Cengage Learning	7/e																											
4	Marketing Research	V Kumar	Sage Publications	1/e, 2015																											
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Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Group-2):				
Course Code: 20MBAFM304 Course Title: Direct Taxation				
Exam Hours: 3 hours			Exam Marks (Maximum):100	
Module-1 Income Tax Act, 1961				
Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee).				
Module -2 Income from Salaries				
Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).				
Module -3 Income from Business or Professions				
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).				
Module -4 Income under capital gain				
Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).				
Module -5 Permissible Deductions				
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (Problems on Computation of taxable Income and tax liability of Individuals).				
Module -6 Computation of taxable income of a company				
Computation of taxable income of a company with special reference to MAT. (Problems on MAT).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Direct Taxes Law and practice	Vinod Singhanian and Kapil Singhanian	Taxman Publications	2019/2020 Edition
2	Students Guide to Income Tax Vinod Singhanian and Kapil Singhanian	Vinod Singhanian and Kapil Singhanian	Taxman Publications	2019/2020 Edition
3	Students Handbook on Taxation	T N Manoharan	Snow White Publications Pvt. Ltd	Jan 2020 Edition
4	Income Tax Law & Practice	B.B.Lal & N. Vashisht	Pearson	33e/2019
5	Income Tax	H.C.Mehrotra & S.P.Goyal	Sahithya Bhavan Publications	60 e/2019

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-2):			
Course Code: 20MBAHR304		Course Title: Human Resource Analytics	
Exam Hours: 3 hours		Exam Marks (Maximum):100	
Module-1 Introduction			
Evolution of Business Analytics, Motivation for Studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, Managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analysts, Analytics in Different Domains of Business, Levels of Analytics Maturity.			
Module -2 Rise of Human Resource(HR)Analytics			
Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.			
Module -3 Applications of HR Metrics and Creating HR Dashboards			
HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.			
Module -4 Correlation and Regression for HR Analytics			
Correlation Analysis, Output of Correlation Analysis, The Case of Outlier, Software for Statistical Analysis 1- GNU PSPP, Plotting Scatter Plot in PSPP, Conducting Correlation in PSPP , Software for Statistical Analysis 2: R and R Commander, The Advantage of Free OSS over Closed Software, Simple Linear Regression Analysis, Co-variation of the Cause and Effect, Temporal Precedence, Plausible Alternative Explanations, Assumptions of Regression Analysis, Interpretation of the Output of Simple Linear Regression Analysis, Conducting Simple Linear Regression Analysis in PSPP, Conducting Simple Linear Regression Analysis in R Commander, Multiple Regression Analysis, Interaction Effects.			
Module -5 HR Analytics Applications using ANOVA			
One-Sample T-test, Null and Alternate Hypotheses, One-Sample T-Test, Assumptions of One-Sample T-test, Conducting One-Sample T-Test in PSPP, Conducting One-Sample T-Test in R Commander, Interpreting the Output of One-Sample T-Test, Paired Sample T-Test, Conducting Paired-Sample T-Test in PSPP, Conducting Paired-Samples T-Test in R Commander, Independent-Sample T-Test, Conducting Independent-Sample T-Test in PSPP, Conducting Independent-Sample T-Test in R Commander, Analysis of Variance, Conducting Independent One-Way ANOVA in PSPP, Conducting Independent One-Way ANOVA in R Commander, Steps to Analyse the Output of ANOVA, Advanced Concepts.			
Module – 6 HR Analytics Applications using Regression			
Logistic Regression with Single Nominal Predictor, Assumptions of Logistic Regression Analysis Conducting Logistic Regression Analysis in PSPP, Conducting Logistic Regression Analysis in R Commander, The Output of Logistic Regression Analysis, Multiple Predictors, Conducting Logistic Regression Using Rattle Package, Advanced Concepts , Pros and Cons of Logistic Regression as a Supervised Learning Algorithm; Factor Analysis and Cluster Analysis: Factor Analysis, Assumptions of Factor Analysis, Considerations Before Conducting Factor Analysis; Conducting Factor Analysis in PSPP, Conducting Factor Analysis in R Commander, Interpretation of the Output of Factor Analysis, Cluster Analysis, Assumptions of Cluster Analysis, Conducting Cluster Analysis in PSPP, Conducting Cluster Analysis in R Commander, Conducting Cluster Analysis in Rattle, Interpreting the Output of Cluster Analysis, Advanced Concepts.			
Question paper pattern:			
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 			
Textbook/Reference Books			
	Title of the book	Author Name	Publisher's Name
			Publication year

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

1	Practical Applications of HR Analytics	Pratyush, Banerjee; Jatin Pandey; Manish	Sage Texts, India	2019
2	Winning on HR Analytics- Leveraging Data for Competitive Advantage	Ramesh, Soundarajan and Kuldeep Singh	Sage Publication India Pvt. Ltd.	2016
3	Predictive Analytics- Mastering the HR Matrix	Martin Edwards and Kirsten Edwards	Kogan Page	2019
4	Fundamentals of HR Analytics: A Manual on Becoming HR Analytical	Fermin Diez, Mark Bussin, Venessa Lee	Emerald Publishing Limited	2019

(Group-2):	
Course Code: 20MBAMM402	Course Title: Logistics and Supply Chain Management
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Supply Chain	
<p>Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.</p> <p>Definition and scope of Logistics. Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain.</p> <p>Case Study.</p>	
Module -2 Warehouse Management System	
<p>Warehousing – scope, primary functions. Efficient Warehouse Management. Types of Warehouse. Warehouse Layout Design, criteria. Warehouse Management System, Distribution Management, 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. HUB & SPOKE vs Distributed Warehouses. Case Study</p>	
Module -3 Inventory Management	
<p>Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.</p> <p>Dealing with demand uncertainty in Supply Chain- managing uncertainty in Supply Chain, (Bullwhip Effect) ,Impact of uncertainties. Case Study</p>	
Module -4 Transportation	
<p>Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances.</p> <p>Packaging Issues in Transportation, role of containerisation. Case Study</p>	
Module -5 Logistics Management	
<p>Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRP, customer service, expected cost of stock outs.</p> <p>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.</p> <p>Case Study</p>	
Module - 6 International Logistics	
<p>Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India. Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain introduction. Case Study</p>	

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different Modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Integrated Supply Chain and Logistics Management	Rajat K. Baisya	Sage	2020
2	Supply Chain Management- Text and Cases	Janat Shah	Pearson	2019
3	Supply Chain Management- Strategy, Planning and Operation	Sunil Chopra, Peter Meindl, D.V.Kalra	Pearson	2018
4	Logistics and Supply Chain Management	Martin Christopher	FT Publishing	5 th Edition

(Group-2):	
Course Code: 20MBAFM402 Course Title: Financial Derivatives	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Financial Derivatives	
Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives-Factors causing growth of derivatives-functions of derivatives market-Derivative market players (Hedgers, speculators and arbitragers)-Derivatives market in India. (Theory).	
Module -2 Futures and Forwards	
Futures and Forwards: Meaning, features and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).	
Module -3 Option Contracts	
Option Contracts: Meaning, features and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options-Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems).	
Module -4 Financial Swaps	
Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps- Triangular swap (Numerical problems only on interest rate swap including triangular swap)-valuation of interest rate swaps- Only theory. (Theory and Problems).	
Module -5 Commodity Derivative Market	
Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory).	
Module -6 Credit Derivatives and VaR	
Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO)-Sub-Prime Crisis-2007-Credit Spread Options-Probability of Default- Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk-Meaning, VaR Models-Stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate). (Theory and Problems).	

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Options, Futures & Other Derivatives	John C. Hull	Pearson Education	
2	Financial Derivatives-Text and Cases	Prakash Yaragol	Vikas.	1/e, 2019
3	Options & Futures	Vohra & Bagri	TMH	2/e
4	Derivatives-Principles and Practice	Sundaram & Das	McGraw Hill	
5	Derivatives and Risk Management	Rajiv Srivastava	Oxford University Press	2010

(Group-2):	
Course Code: 20MBAHR402	Course Title: Personal Growth & Interpersonal Effectiveness
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Dynamics of Personal Growth	
Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan.	
Module -2 Interpersonal Trust	
Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.	
Module -3 Understanding Human Personality and Neuro Functioning	
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, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.	
Module -4 Attitudes, Beliefs, Values and their impact on Behaviour	
Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.	
Module – 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 honouring the commitments	
Module – 6 Transactional Analysis	
Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)	
Question paper pattern:	
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 	

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Organisational Behaviour: Human Behaviour at work	John W. Newstrom and Keith Davis	Tata McGraw Hill	11/e, 2003
2	Human Relations in organizations	Robert N. Lussier	Mc- Graw Hill Education	6/e
3	Development of Management Skills	Whetten & Cameron	PHI	7/e
4	Competency Mapping Assessment and Growth	Naik G. P	IIHRM	2010
5	Theories of Personality	Calvin S Hall	Wiley India Pvt. Ltd	4/e

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-3):				
Course Code: 20MBA13 Course Title: Accounting for Managers				
Exam Hours: 3 hours			Exam Marks (Maximum):100	
Module-1 Introduction to Accounting				
Financial Accounting: Need and Types of Accounting, Single Entry System, Double Entry System, Concepts and Conventions of Accounting, Relation of Accounting with other disciplines, Journal, Ledgers, Trial balance.				
Module -2 Financial Statements				
Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts.				
Module -3 Analysis of Financial Statements				
Limitations of Financial Statements; Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using excel.				
Module -4 Management Accounting				
Scope, Purpose of Management Accounting Cost Volume Profit Analysis: Meaning-Methods of determination-Applications. Managerial Decision-Making-Make /Buy etc: Short-run Decision Analysis-Decision situations: Sales-volume related, Sell or further process, Make or Buy, Operate or shut-down.				
Module -5 Functional and Flexible Budgeting				
Functional budgets, Flexible Budgets: Meaning-Measure of Volume-Cost Behaviour with change in volume-Fixed, variable & mixed costs. Variance Analysis: Cost Variances – Revenue Variances-Variance Reporting-Disposition of variances.				
Module-6 Emerging Issues in Accounting and Computerised Accounting				
Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards. Computerised Accounting Systems- Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Accounting for Management-Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6e, 2018
3	Computerized Accounting	Neeraj Goyal, Rohit Sachdeva	Kalyani Publishers	1e, 2018
4	Accounting for Managers	J.Made Gowda	Himalaya Publishing	1e, 2007
5	Financial Accounting for Management	N. Ramachandran, Ram Kumar Kakani	McGraw Education	4e., 2016

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-3):				
Course Code: 20MBA23 Course Title: Research Methodology				
Exam Hours: 3 hours			Exam Marks (Maximum):100	
Module-1 Business Research				
Business Research: Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.				
Module -2 Business Research Design				
Meaning, types and significance of research design. Exploratory and Conclusive Research Design. Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.				
Module -3 Sampling				
Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.				
Module -4 Data Collection				
Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.				
Module -5 Data Analysis and Report Writing				
Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.				
Module – 6 Advanced Excel and real time application				
V Look Up, H Look up, Sort and filter, concatenate, Conditional Formatting., Pivot Table, If statement, Nested If, Charts. Statistical tests and how to interpret statistical outputs.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Research Methodology	C R Kothari	Viswa Prakasam Publication	2014
2	Business Research Methods	S. N. Murthy & U. Bhojanna	Excel Books	3e, 2016
3	Research Methods	M MMunshi & K Gayathri Reddy	HPH	2015
4	Excel for dummies	Harvey .G	John Wiley & Sons	2016
5	Research Methodology	Deepak Chawla and Neena Sondhi	Vikas Publications	2014

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-3):	
Course Code: 20MBAMM305 Course Title: Consumer Behaviour	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Introduction	
Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism. Research on Consumer Behaviour; Consumer Behaviour and Society.	
Module -2 Models of Consumer Behaviour	
Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences. Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour. Class Exercise: Conducting consumer experiments.	
Module -3 Individual Influences on Consumer Behaviour and CRM Part –I	
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. 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, Brand Personality, Self and Self-Image. c) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.	
Module -4 Individual Influences on Consumer Behaviour and CRM Part –II	
d) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. e) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model). Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation	
Module -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: 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 Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems. Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.	
Module - 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, Adoption Process: Stages, categories of adopters, Post Purchase Processes. Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM. <i>Case Study: Pillsbury Cookie Challenge.</i>	
Question paper pattern:	
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 	

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Consumer Behaviour	Leon Schiffman, Leslie Kanuk	Pearson	Latest Edition
2	Consumer Behaviour: A Managerial Perspective	Dr.Dheeraj Sharma, Jagdish N Sheth,	Cengage Learning	Latest Edition
3	Consumer Behaviour	Sethna	Sage Publications	4/e, 2018
4	Advertisement Brands & Consumer Behaviour-Case Book	Ramesh Kumar	Sage Publications	2017
5	Consumer Behaviour in Indian Perspective	Suja Nair	Himalaya Publications	2015

(Group-3):	
Course Code: 20MBAFM305	Course Title: Banking and Financial Services
Exam Hours: 3 hours	
Exam Marks (Maximum):100	
Module-1 Structure of Banking in India	
Structure of Banking in India: Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)	
Module -2 Commercial Banking	
Commercial Banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. 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. (Theory)	
Module -3 Merchant Banking	
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs. Fixed price issues.(Theory)	
Module -4 NBFCs; Micro-finance; Leasing & Hire Purchase Banking	
A. NBFCs: An Overview -Types of NBFCs in India-Regulatory framework. B. Micro-finance: Models, Services, Challenges. C. Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. (Theory& Problems)	
Module -5 Credit Rating; Venture Capital; Depository System & Securitisation of Debt	
A. Credit Rating: Meaning, Process, Methodology, Agencies And Symbols. B. Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies In India.(Theory) C. Depository System: Objectives, Activities, NSDL & CDSL. Process of Clearing and Settlement. D. Securitization of Debt: Meaning, process, Types, Benefits. (Theory)	
Module-6 Mutual Funds	
Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Regulations for Mutual Funds.	
Question paper pattern:	
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 80 percent theory and 20 percent problems in the SEE. 	

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Financial services	Khan M Y	McGraw Hill	6/e
2	Banking and Financial Services	Mukund Sharma	Himalaya Publishing	2015
3	Financial Markets and Services	Gordon & Natarajan	Himalaya Publishing	7/, 2011
4	Merchant Banking & Financial services	Vij & Dhavan	McGraw Hill	1/e, 2011
5	Behavioural Finance	Sujata Kapoor & Jaya Mamta Prosad	Sage Publications	1/ e, 2019

(Group-3):	
Course Code: 20MBAHR305	Course Title: Industrial Relations and Labour Laws
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Fundamental Aspects of Industrial Relations	
Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, Trade Unions: The Participants of Industrial Relation Activities, State and Employer/Management. The Participants of Industrial Relation Activities; Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes	
Module -2 Factories Act, 1948	
Introduction, Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences	
Module -3 Social Security Act	
The Employees' Compensation Act, 1923	
Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty	
The Employees' State Insurance Act, 1948	
Introduction, Objectives, Scope and Important Definitions, Administration of the Act, Finance and Audit, Contribution, Benefits, Obligations of Employers under the Act, Adjudication of Disputes, Claims and Penalties, Exemptions	
The Maternity Benefit Act, 1961	
Introduction, Objectives, Scope and Important Definitions, Provisions Related to Maternity, Benefits, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act	
The Employees' Provident Funds and Miscellaneous Provisions Act, 1952	
Introduction, Objectives, Scope and Important Definitions, Administration of the Schemes under the Act, Administration of the Act, Calculation of Money Due from Employers, Their Recovery and Employees', Provident Funds Appellate Tribunal, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act	
The Payment of Gratuity Act, 1972	
Introduction, Objectives, Scope and Important Definitions, Payment and Forfeiture of Gratuity and Exemption, Compulsory Insurance and Protection of Gratuity, Determination and Recovery of Gratuity, Enforcement of the Act, Penalties and Offences.	
Module -4 Wages Act	
The Payment of Wages Act, 1936	
Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from	

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

<p>Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act The Minimum Wages Act, 1948 Introduction, Objectives, Scope and Important Definitions, Fixation and Revision of Wages, Payment of Minimum Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act The Payment of Bonus Act, 1965 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Disqualification and Amount of Bonus, Calculation of Bonus, Special and Miscellaneous Provisions, Dispute, Penalties and Offences</p>				
Module -5 Regulating Employer-Employee Relations Act				
<p>The Industrial Disputes Act, 1947 Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act, (Chapter II), Notice of Change in Conditions of Service (Chapter II-A), References of Disputes to Boards, Courts or Tribunals and Voluntary References (Chapter III) Award and Settlements, Strikes and Lockouts (Chapter V), Layoff and Retrenchment (Chapters V-A and V-B), Transfer and Closing Down of Undertakings, Special Provisions Related to Layoff, Retrenchment and Closure (Chapter V-B), Unfair Labour Practices (Chapter V-C), Miscellaneous Provisions of the Act (Chapter VII)</p>				
<p>The Industrial Employment (Standing Orders) Act, 1946 Introduction, Objectives, Scope and Important Definitions of the Act, Procedure for Certification of Standing Orders, Other Provisions Relating to Standing Orders, Miscellaneous Provisions of the Act, Penalties and Offences</p>				
<p>The Trade Unions Act, 1926 Introduction, Objectives, Scope and Important Definitions, Registration and Cancellation of Registration of Trade Unions, Rights and Duties of Registered Trade Unions, Amalgamation and Dissolution of Trade Union, Penalties</p>				
Module – 6 Contract Labour (Regulation and Abolition) Act, 1970				
<p>Contract Labour (Regulation and Abolition) Act, 1970 Introduction, Objectives, Scope and Important Definitions, Registration of Establishments Employing Contract Labour, The Advisory Boards, Prohibition of Employment of Contract Labour, Appointment of Licensing Officer and Licensing of Contractors, Welfare and Health of Contract Labour, Offences by Companies</p>				
<p>The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 Introduction, Objectives, Scope and Important Definitions, Notification of Vacancies, Penalties Miscellaneous Provisions, The Employment Exchanges (Compulsory Notification of Vacancies) Amendment Bill, 2013</p>				
<p>Question paper pattern:</p> <ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publication India Pvt. Ltd	2019
2	The SAGE Handbook of Industrial Relations	Paul Blyton, Edmund Heery, Nicolas	SAGE Publications	2008
3	Labour and Industrial Laws	P. K. PADHI	Prentice Hall India Pvt., Limited	2017
4	Bare Acts, Ministry of Labour	GOI	GOI	2019
5	Labour and Industrial Laws	PADHI, P. K	PHI Learning Pvt. Ltd	2019

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Course Code: 20MBAMM403		(Group-3): Course Title: Digital Marketing Management		
Exam Hours: 3 hours		Exam Marks (Maximum): 100		
Module-1 Introduction to Digital Marketing				
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan				
Module -2 Display Advertising				
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.				
Module -3 Search Engine Advertising				
Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan				
Module -4 Social Media Marketing				
Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations				
Module -5 Mobile Marketing				
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project..				
Module – 6 Search Engine Optimization				
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
2	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya,	Wiley	2017
3	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	2/e, 2014
4	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	3/e, 2020
5	Digital Marketing	Swaminathan T N, Karthik Kumar	Cengage Learning India Pvt. Ltd	2019

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-3):				
Course Code: 20MBAFM403 Course Title: Indirect Taxation				
Exam Hours: 3 hours				
Exam Marks (Maximum):100				
Module-1 Introduction to Goods and Services Tax (GST)				
Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).				
Module -2 Levy and Collection of Tax				
Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).				
Module -3 Time and Value of Supply				
Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).				
Module -4 Input Tax Credit				
Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).				
Module -5 Customs Duty				
Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). (Theory and Problems).				
Module -6 Import and Export Procedure for Customs				
Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Indirect Taxes Law and practices	V S Datey	Taxmann's	<i>Latest Edition</i>
2	GST & Customs Law (University Edition)	K.M Bansal	Taxmann's	<i>Latest Edition</i>
3	Principles of GST & Customs Law	V.S. Datey and Dr. Krishnan Sachdeva	Taxmann's	<i>Latest Edition</i>
4	Goods & Services Tax (GST) in India ,	B. Viswanathan	UBS Publishers	<i>Latest Edition</i>
5	Indirect Taxation	Raj K Agrawal & Shivangi Agrawal	Bharat Law House Pvt. Ltd	<i>Latest Edition</i>

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Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-3):	
Course Code: 20MBAHR403 Course Title: International Human Resource Management	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Introduction	
<p>Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management- Introduction, Studies on culture in management Positivist views: ‘Culture and values’ Interpretive views: ‘Culture and meanings’ Critical views: ‘Culture and power’; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches, The concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches?</p>	
Module -2 IHRM Policies and Practices - Part A	
<p>Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention From the management of knowledge to innovation Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership Training and Development in International Organisations Technology in International Training Management.</p>	
Module -3 IHRM Policies and Practices - Part B	
<p>Global Performance Management Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates Total Rewards in the International Context Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, International trends in global total rewards.</p>	
Module -4 International Assignments And Employment Practices	
<p>Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success Multinational Companies and the Host Country Environment Introduction, Varieties of host country environments, Sustainability of divergent, employment arrangements Understanding how MNCs act in diverse host country, environments Host country effects on IHRM practices of MNC subsidiaries</p>	
Module -5 Employment Practices	
<p>Regulation and Multinational Corporations: The Changing Context of Global Employment Relations Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context. Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications.</p>	
Module – 6 Diversity Management and CSR	
<p>Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede’s Four, Cultural Dimensions, Trompenaar’s Seven Cultural Dimensions, Globe’s Nine Cultural Dimensions, Edgar Schein’s Model of Culture Deal and Kennedy’s Culture Model, Schneider’s Culture Model, Cameron and Quinn’s Model of Culture Charles Handy’s Model of Culture Denison’s Model of Culture, Profile of Organisational Culture in International Organizations Managing International Culture. Corporate Social Responsibility and Sustainability through Ethical HRM practices. Ethics and corporate social responsibility International labour standards.</p>	
Question paper pattern:	
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 	

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	International Human Resource Management	Srinivas R. Kandula	Sage Publication	2018
2	International Human Resource Management	Anne-Wil Harzing, Ashly H. Pinnington	Sage Publication	4/e, 2015
3	Strategic Human Resource Management: An International Perspective	Gary Rees, Paul E. Smith	Sage Publication	2014
4	Global Talent Management: An Integrated Approach	Sonal Minocha and Dean Hristov	Sage Publication India Pvt. Ltd.	2019

Visvesvaraya Technological University, Belagavi.
Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-4):				
Course Code:20MBA14 Course Title: Business Statistics				
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module -1 Introduction to Statistics				
Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean. Measures of dispersion: Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion.				
Module -2 Correlation and Regression				
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).				
Module -3 Probability Distribution				
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).				
Module -4 Time Series Analysis				
Time Series Analysis –Objectives, Variations In Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.				
Module -5 Hypotheses				
Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests). Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification (theory only).				
Module-6 Computer lab for Statistics				
MS Excel: Functions, Formulas, Types of errors in excel, Data analysis using MS-Excel- Mean, Median, Mode, Geometric Mean, Harmonic mean, Standard Deviation, Correlation				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Fundamentals of Statistics	S C Gupta	Himalaya Publications	2012
2	Research Methodology	Ranjit Kumar	Sage Publications	2018
3	Statistical Methods	Dr. S P Gupta	Sultan Chand Publications	2014
4	Research Methodology	C R Kothari	Viswa Prakasam Publication	2015
5	Business Research Methods	S.N.Murthy and U.Bhojanna	Excel Books	3e, 2016

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Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-4):				
Course Code: 20MBA24 Course Title: Operations Research				
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module -1 Introduction				
Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)				
Module -2 Linear programming				
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.				
Module -3 Transportation problem				
General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.				
Module -4 Decision theory				
Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases. (Only theory).				
Module -5 Theory of games				
Formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory. Simulation: process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages.				
Module-6 Project management				
Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning, PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, Theory of crashing (Theory Only), Theory of Constraints (Theory only).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Operation Research: An Introduction	H.A. Taha	Pearson Publication	2012
2	Operation Research	J K Sharma	McMillan Publications	2014
3	Quantitative Techniques in management	N D Vohra	McGraw Hill	2015
4	Operation Research	J K Sharma	McMillan Publications	2016

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Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-4): Course Code: 20MBAMM306 Course Title: Retail Management				
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module -1 Introduction				
Module-1 Sales Management				
Meaning, Personal Selling, the sales management process Emerging Trends in Sales Management, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies: selling and buying styles, selling situations, selling skills, selling process.				
Module -2 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 salesforce.				
Module -3 Retail Management				
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, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.				
Module-4 Setting up Retail organization				
Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores.				
Module -5 Retail Pricing				
Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies Relationship Marketing in 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 Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit				
Module – 6 Internationalization of Retailing				
Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Sales & Distribution Management	Tapan K. Panda & Sunil Sahadev,	6/e, Oxford University Press	2012
2	Managing of Sales Force	Spiro Stanton Rich	TMH	2003.
3	Sales Management	Charles M. Futrell		2012
4	Retail Management-A Global Perspective: Text and Cases	Dr.Harjit Singh	S.Chand	2018
5	Sales & Distribution Management	Gupta S. L	Excel Books	2010

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Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-4):				
Course Code: 20MBAFM306		Course Title: Advanced Financial Management		
Exam Hours: 3 hours				
Exam Marks (Maximum):100				
Module -1 Capital Structure Decisions				
Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).				
Module -2 Dividend Policy				
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 behaviour. (Theory and Problems).				
Module -3 Working Capital Management Policy				
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. (Theory).				
Module -4 Inventory Management				
Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems)				
Module -5 Receivables Management				
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. (Theory and Problems)				
Module-6 Cash Management				
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. (Theory and Problems)				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher’s Name	Publication year
1	Financial Management	M.Y.Khan & P.K.Jain	TMH	6/e, 2011
2	Financial Management	Prasanna Chandra	TMH	8/e, 2011
3	Corporate Finance-Text and Cases	Vishwanath S.R.	Sage Publishing	3/e, 2019
4	Financial Management & Policy	Vanhorne	Pearson	12/e,
5	Financial Planning: Theory and Practice	Sid Mittra, Shailendra Kumar	Sage Publishing	1/e, 2015

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Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-4):				
Course Code: 20MBAHR306		Course Title: Compensation & Reward System		
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module-1 Compensation				
Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.				
Module -2 Compensation Management				
Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.				
Module -3 Wage Determination Practices in India				
Divergent Systems for Wage Determination in Practice in Indian Organisations				
Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.				
Module -4 Contingent Pay, Pay for Performance, Competence				
Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance - Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.				
Module -5 Administration & Controlling Salary Costs and Salary Review				
Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.				
Module - 6 Operating, Non-financial Benefits(Intrinsic and Relational Rewards)				
On, Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publication	2019
2	Compensation and Benefit Design	Biswas, Bashker, D	Pearson	2013

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3	Managing Employees Performance and	Shields	Cambridge	2007
4	Competency-Based Human Resource Management	Anindya Basu Roy, Sumati Raym	Sage Publication	2019

(Group-4):				
Course Code: 20MBAMM404		Course Title: Strategic Brand Management		
Exam Hours: 3 hours			Exam Marks (Maximum):100	
Module-1 Brand Management				
Concept, Meaning of Brand, 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, Retail stores, 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.				
Module -2 Customer Based Brand Equity(CBBE)				
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 Mo del. 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,				
Module -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.				
Module -4 Brand Value chain				
Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 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				
Module -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. Assignment: Measuring Brand Strength				
Module – 6 Making Brands go Global				
Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favouring 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.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Strategic Brand Management, Building Measuring & Managing Brand Equity	Kevin Lane Keller	Pearson Education	2018

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2	Brand Management -The Indian Context	Y L R Moorthi	Vikas	2019
3	Strategic Brand Management	Jean, Noel, Kapferer	Kogan Page	2018
5	Brand Management for B2B Markets	Shard Sharin	Sage	1/e, 2015

(Group-4):				
Course Code: 20MBAFM404		Course Title: Mergers, Acquisitions & Corporate Restructuring		
Exam Hours: 3 hours		Exam Marks (Maximum):100		
Module-1 Mergers and Acquisitions(M & A)				
Introduction of M & A: Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis-BCG matrix. (Theory).				
Module -2 Merger Process				
Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration. (Theory).				
Module -3 Financial Evaluation of M & A				
Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).				
Module -4 Accounting aspects of Amalgamation				
: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).				
Module -5 Acquisitions/Takeovers				
Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).				
Module -6 Corporate Restructuring				
Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 60 percent theory and 40 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Mergers Acquisitions & Corporate Restructuring - Strategies & Practices	Rabi Narayan Kar and Minakshi	Taxmann's	3/e, 2017
2	Mergers and Acquisitions	Sheeba Kapil and Kanwal N. Kapil	Wiley	2/e, 2017
3	Mergers, Acquisitions and Corporate Restructuring: Text and Cases	Chandrashekar, Krishnamurti & Vishwanath S	Sage Publications	2/e, 2018
4	Mergers, Acquisitions and Takeovers	H.R.Machiraju	New Age International Publishers	1/e, 2010

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5	Mergers et.al.-Issues, Implications, and Case Law in Corporate Restructuring	Ramanujam S.	Tata McGraw Hill Publishing House	2000
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(Group-4):	
Course Code: 20MBAHR404	Course Title: Organization Change and Development
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Changing Organisations	
Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.	
Module -2 Building and Energising the Need for Change	
Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.	
Module -3 Measuring Change: Designing Effective Control Systems	
Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.	
Module -4 Models of Change	
Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.	
Module -5 Organisation Development(OD)	
Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.	
Module – 6 OD Practitioner and Consulting Process	
Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organisation Development Consulting Profession, The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues With Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development. Merger and Acquisition, Organisational Health, OD Association in India.	

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Question paper pattern:

- The Semester End Examination(SEE) question paper will be set for 100 marks
- The question paper will have ten questions covering all modules.
- Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules).
- Students will have to answer 5 full questions.
- 100 percent theory in the SEE

Textbook/Reference Books

	Title of the book	Author Name	Publisher's Name	Publication year
1	Change Management and Organisational Development	Ratan Raina	SAGE Texts	2018
2	Organisational Change- An Action-Oriented Toolkit	Gene Deszca, Cynthia Ingols, Tupper F. Cawsey	SAGE Publications, Inc	2019
3	Organisation Development: The process of Leading Organisational Change	Donald L. Anderson	Sage Publication India Pvt. Ltd.	2/e, 2012
4	Organisation Development	Donald L. Anderson	SAGE South Asia	2013
6	Organisation Development and Organisational Change	Donald L. Anderson and Tupper F.	SAGE Publications	1/e, 2014

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Ph.D Coursework Courses – 2020 in Management Studies (MBA)

(Group-5):	
Course Code: 20MBA15	Course Title: Marketing Management
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Introduction to Marketing	
Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing, Sensory Marketing- concepts only. Assignment: Contemporary Indian Marketing Environment	
Module -2 Analysing Consumer Behaviour	
Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing.	
Module -3 Product, Brand Equity, Services Marketing	
Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.	
Module -4 Pricing , Marketing Channels	
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: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..	
Module -5 Direct Marketing & Digital Marketing:	
Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.	
Module - 6 Sales Promotion, Marketing Planning and Rural Marketing	
Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. Marketing Planning: Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process. Concept of Rural Marketing: Flumist (HBR) and Saffola Journey- Case Studies	

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Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 th Edition
2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Edition
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	Sage Publications	2020
5	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition

(Group-5):	
Course Code: 20MBA25 Course Title: Strategic Management	
Exam Hours: 3 hours	
Exam Marks (Maximum):100	
Module-1 Introduction	
Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. Case Study related to the Module.	
Module -2 External Analysis	
Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. Case Study on external analysis.	
Module -3 Internal Analysis	
Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. Case Study on internal analysis.	
Module -4 Strategy Formulation	
Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.	
Module -5 Strategy Implementation	
Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National	

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Innovation Systems, Learning Networks and Clusters, Social Innovation. Case Study on Strategy Implementation.				
Module - 6 Strategic Control				
Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). Case Study on Strategic Control.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e 2016
2	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e ,2020
3	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
4	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015

(Group-5):	
Course Code: 20MBA301 Course Title: Emerging Exponential Technologies	
Exam Hours: 3 hours	
Exam Marks (Maximum):100	
Module -1 Introduction to Emerging Technologies	
Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.	
Module -2 Data Science	
Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.	
Module -3 Artificial Intelligence(AI)	
Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking).	
Module -4 Internet of Things (IoT)	
Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms; Sample application with hands on activity.	
Module-5 Augmented Reality (AR) and Virtual Reality (VR)	
Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment) workshop oriented hands demo.	
Module-6 Ethics, Professionalism and Other Emerging Technologies	
Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges.	
Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer	

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vision, Cyber security, Additive manufacturing (3D Printing)				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things	Follett, J.	O'Reilly Media	2014
2	Emerging Technologies for Emerging Markets	Vong, J., & Song, I.	Springer Singapore	2014
3	Disruption: Emerging Technologies and the Future of Work	Del Rosal, V.	Emtechub.	2015
4	Emerging Internet-Based Technologies	Sadiku, M. N. O	CRC Press	2019
5	Augmented Reality and Virtual Reality: Empowering Human, Place and Business,	Timothy Jung, M. Claudia tom Dieck		2019

(Group-5):	
Course Code: 20MBAMM405 Course Title: Agri Business Marketing	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Introduction to Indian Rural Marketing	
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.	
Module -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 pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. 60 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.	
Module -3 Rural Marketing of FMCG's	
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.	
Module -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.	

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Module -5 Marketing of agricultural products				
Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce. 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.				
Module - 6 Distribution and Communication Strategy				
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.				
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.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Rural Marketing	Pradeep Kashyap & Siddhartha Raut	Biztantra.	2018
2	Rural marketing: Challenges and Opportunities	Dinesh Kumar & Punam Gupta	SAGE	2017
3	Rural Marketing	Gopal Swamy T. P	Vikas Publishing	2108
4	Rural Marketing	Dogra & Karminder Ghuman	TMH	2018

(Group-5):	
Course Code: 20MBAFM405 Course Title: Corporate Valuation	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module -1 Corporate Valuation Overview	
Approaches to Valuation-Features of the valuation process: Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis (Theory and problems).	
Module -2 Non-DCF Approaches to Valuation	
Book value approach, Adjusted book value approach, Stock and debt approach (numerical problems in each of these methods).Market efficiency and valuation. Call option based valuation (theory only because Numerical problems on Black and Scholes –Binomial methods are considered in Derivatives).Relative valuation-Steps	

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involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative evaluation. (Theory and problems).				
Module -3 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, WACCVs Flow to equity method. (Theory and problems).				
Module -4 Strategic Financing Decisions				
Valuation and financing Decisions in ideal capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buyback and valuation. (Theory).				
Module -5 Leverage decisions				
Agency costs of Debt, Financial Distress, Bankruptcy. Role of Government, Securities Markets and Financial Institutions in IPO valuations and M&As. (Theory).				
Module-6 Value Based Management				
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. (Theory).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 60 percent theory and 40 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Corporate Valuation and Value Creation	Prasanna Chandra	Tata McGraw Hill	2011
2	Damodaran on Valuation	Aswath Damodaran	John Wiley and Sons	2/e, 2006
3	Corporate Valuation: A Guide for Managers and Investors	Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves	Cengage Learning	2003
4	Corporate Valuation	David Frykman, Jakob Tolleryd	Prentice Hall	2003
5	The Valuation Handbook: Valuation Techniques from Today's Top Practitioners	Rawley Thomas, Benton E. Gup	John Wiley & Sons	2010

(Group-5):	
Course Code: 20MBAHR405 Course Title: Human Resource Audit	
Exam Hours: 3 hours	
Exam Marks (Maximum):100	
Module-1 Human Resource Development (HRD)	
H R D -Strategies and Systems; HR as Strategic Partner ; Need for HR Accounting and HR Auditing; Good Industrial Relation Index; Components of HRD Audit; HR Policies and Practices; Elements of good HRD; Role of HR Manager in HRD	
Module -2 Human Resource (HR) Audit	
The Audit System; Need; Advantage and Challenges; Basic concepts and components; Understanding the concept of HR Audit; Identifying goal of HR Audit; Forming Audit team; Approaches to measuring HR; Audit Strategies; HR Systems; HR Competencies; Benefits of HR Audit; Process; Preparation of Audit Report; Methodology of Conducting Audit; Documents for HR Audit; Competency required for HR Audit.	

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Module -3 Areas for HR Audit				
Audit of HR Planning; Training and Development; Industrial Relations; Managerial compliance and Corporate strategies; Culture; Quality; Communication; Competencies; Decision Making; Engagement; Relational Audit; Task; Systems; HRIS System; Measuring impact of HR policies on the corporate goals; Creating HR Dashboard and Metric.				
Module -4 HR Audit process				
Audit Methodology- Planning questions; Interview; Observation; Questionnaire; Collecting Audit data; Analysing and interpreting data; Assessing organisation ability to change; Action Plan; Audit Report; Developing Credibility of HR Dept; Internal - External Audit; Attitude Survey; Job Satisfaction Survey; Approaches to HR Audit - (i) Cooperative approach, (ii) Outside authority approach, (iii) Statistical approach, (iv) Compliance approach and (v) Management by objectives (MBO)				
Module -5 HR Scorecard approach				
Measuring Business Impact; Components of HR scorecard; How to use HR Scorecard for Audit; Measuring HR effectiveness through HR Scorecard; Balanced scorecard; HR Research; HRD Audit as OD Intervention.				
Module – 6 HR Audit for Legal Compliance				
Using scorecard approach in formulating workplace policies; Recruitment and Selection: Formulating FIR Audit for Start-up companies; HR Audit in practice: Cases in manufacturing industry, Service industry; Extracts of an Illustrative Audit Report.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	HRD Audit: Evaluating the Human Resource Function for Business Improvement	TV Rao	Sage Response	2/e, 2014
2	HR Audit	Durdana Ovais Rajni Gyanchandani	Everest Publishing	2017
3	The HR Scorecard: Linking People, Strategy and Performance		Harvard Business Review Press	1/e, 2001
4	HRD Score Card 2500: Based on HRD Audit	TV Rao	Sage Response	1/e, 2005
5	7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company!	Vanessa Nelson	Lulu Publication	2016

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(Group-6):	
Course Code: 20MBA16 Course Title: Managerial Communication	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module -1 Introduction	
Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers, Media choices, Legal Consequences and Ethics, Communication in a cross-cultural setting.	
Module -2 Oral Communication	
Oral Communication: Meaning – Principles of successful oral communication, Conversation control – Reflection and Empathy: two sides of effective oral communication. Oral Presentation: Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Developing Visual Support for Business presentation, Practicing and Delivering Presentation - Refining your delivery. Business Pitch: 10 steps in Pitching, Elevator Pitching Class room Exercise: Business pitch with video recording using PowerPoint and feedback.	
Module -3 Written Communication	
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. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Planning Documents, Press Releases, Proactive Media Writing and E-mail.	
Module -4 Business Reports	
Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary. Business Case Analysis: What is a case? Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis. Meeting Documentation: Notice, Agenda, and Resolution & Minutes Assignment: Executive summary to be submitted.	
Module -5 Employment communication	
Employment communication: Putting your best self forward, Preparing your resume, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview, Following up throughout the process, Practicing business etiquette. Business Meetings: Format, planning, facilitating, participating and following-up. Lab component: Video conferencing across stakeholders.	
Module-6 Interpersonal Communication	
Interpersonal Communication: Nonverbal communication and Listening. Conflict Management and Negotiation skills: Meaning and characteristics of Conflict, Conflict management through communication, Managing the process of communication in Conflict, Verbal skills for communicating in conflict. Communication for effective negotiation – Meaning, nature and need for negotiation, Factors affecting negotiation, stages in negotiation process, Negotiation strategies. Technological Advancement and Business Communication: Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging. Social Media: Introduction, Characteristics, Classification, Nature and scope of Six types of Social Media, Choosing the most suitable social media. Using Social Media to build business relationships. Lab component: Creating a Blog Note: Suggested for practical component: Effective Communication Development. Subject faculty to design suitable practical components for the topics in syllabus.	
Question paper pattern:	
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 	

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Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Communicating in Business	Ober Newman	Cengage	8 th Edition, 2018
2	BCOM A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	2 nd Edition, 2012
3	Business Communication	P D Chaturvedi Mukesh Chaturvedi	Pearson	3 rd Edition, 2013
4	Business and Professional Communication	Kelly m. Quintanilla Shawn T. Wahl	SAGE South Asia Edition	2017
5	Communicating in Business	Williams, Krizan Logan, Merrier	Cengage Learning	8 th Edition, 2017

(Group-6): Course Code: 20MBA26 Course Title: Entrepreneurship & Legal Aspects	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module -1 Introduction to Entrepreneur & Entrepreneurship	
Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity – The innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process.	
Module -2 Developing Business Model	
Importance of Business Model – Starting a small scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. <i>Lab Component and assignment: Designing a Business Model Canvas</i>	
Module -3 Marketing function and forms of organisation	
Industry Analysis – Competitor Analysis – Marketing Research for the New Venture – Defining the Purpose or Objectives – Gathering Data from Secondary Sources – Gathering Information from Primary Sources – Analyzing and Interpreting the Results – The Marketing Process Forms of business organization: Sole Proprietorship – Partnership – Limited liability partnership - Joint Stock Companies and Cooperatives.	
Module -4 Entrepreneurial finance	
Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan 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.	
Module -5 Rules And Legislations	
Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.	
Module-6 Company Incorporation	
Process of Company Incorporation; process of registration; Importance of Marketing; Funding, Four stages of Start Up. Intellectual property protection and Ethics: Patents – Copyright - Trademark- Geographical indications – Ethical and social responsibility and challenges.	

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Question paper pattern:				
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Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	2010
2	Entrepreneurship	Donald F. Kuratko and Richard M. Hodgetts	South-Western	2012
3	Entrepreneurship Development	Gupta S.L., Arun Mittal	International Book House	2012
4	Management and Entrepreneurship Development	Sudha G. S	Indus Valley Publication	2009

(Group-6):	
Course Code: 20MBA302 Course Title: Technology & Operational Strategy	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module-1 Introduction to Production and Operation Management (POM)	
Introduction Operations Management: Meaning, Definition, Scope and Functions. Difference Between Production and Operations Management. Management Guru's and their Contribution. The Roles and Functions of Operations Manager. Industry 4.0; Productions and Operations Management in Indian Context.	
Module -2 Process Management Mapping	
Process Mapping, Process Flow charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship, 5M, 8P, and 4S Systems, Theory Z Approach.	
Module -3 Lean Manufacturing	
Concept of Lean Manufacturing; meaning of lean manufacturing; History of Lean Operations, Types of Waste, "5S" Technique of Eliminating the Waste, Lean Operations in the service sector, Role of Leadership, Lean Operations and Just In Time(JIT).	
Module -4 Production System	
Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE, Toyota Production Systems.	
Module -5 Total Quality Management(TQM)	
Evolution of quality; Concept, Meaning and Features of TQM, Eight building blocks of TQM; TQM tools. Benchmarking: Concepts, Meaning, Benefits, Elements, Reasons for benchmarking, Process of benchmarking, FMEA; Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.	
Module-6 Quality Systems	
ISO: ISO role; Functions of ISO, Quality System Family Series ISO 9000; ISO 14000; ISO21000. Six Sigma: Features of Six Sigma, Goals of Six Sigma, DMAIC, Six Sigma implementation. Supply Chain and Operations: Supply Chain "KEIRETSU", Core Competency, Relationship of Operations and Supply Chain; Relationship of Purchasing and Supply Chain; Sources, Service Quality and Supply Chain.	

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Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Production and Operations Management	S. N. Chari	Mc Graw Hill	6/e
2	Operations Management Theory and Practical	B. Mahadevan	Pearson	3/e
3	Operations Management	Jay Heizer Barry Render, Chuck Munson, Amit Sachan	Pearson	12/e
4	Production and Operations Management	R. Panneerselvam	PHI	3/e
5	The Goal: Process of Improvement	Eliyahu M. Goldratt	North River Press	3/e

(Group-6):	
Course Code: 20MBAMM406 Course Title: International Marketing Management	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module -1 Introduction to International Marketing	
Scope, Challenges, Reasons and Motivations, Concepts to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - World Trade and India's foreign trade: an overview.	
Module -2 International Trade Theories and Market research	
International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research : Breadth and scope of international marketing research , problems in availability and use of secondary data, problems in gathering primary data , multi cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research, communicating with decision makers. Identifying foreign markets – classification based on demand, based on the stage of development, other basis for division of world markets.	
Module -3 Planning and organization	
Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business.	
Module -4 International Product Policy for Consumers	
: Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging. Product and services for businesses. Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business to business marketing – relationship markets in business to business context.	
Module -5 International Pricing, Promotion and distribution decision	
Pricing decision: global pricing frame work, pricing basics, marginal cost pricing and its importance. Transfer pricing, counter trade, systems pricing, pricing and positioning price quotation-INCO terms. Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling,	

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exhibition – generic promotion in international marketing.
 Global Distribution decision - Introduction, distribution as competitive advantage, rationalizing local channels, global channel design, Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision.

Assignment: Identifying a International luxury product and relate it to either pricing or promotion or distribution

Module – 6 Import –Export procedure and documentation

Import policy – procedure and Documentation - balance of trade and payments, Institutional infrastructure for exports promotions in India-India’s trade policy- export assistance- exports documentation and procedures including different stages of documentations.

International Retailing.

International expansion of retailers – International retailing defined – retail format – variations in different markets – general merchandise at Retailing – issues in international retailing.

Question paper pattern:

- The Semester End Examination(SEE) question paper will be set for 100 marks
- The question paper will have ten questions covering all modules.
- Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules).
- Students will have to answer 5 full questions.
- 100 percent theory in the SEE

Textbook/Reference Books

	Title of the book	Author Name	Publisher’s Name	Publication year
1	International Marketing	Catero, Graham	TataMcGrawHill	Latest Edition
2	International Marketing	Varshney, Bhattacharya	S.Chand	Latest Edition
3	Global marketing management	Warren J.Keegan	Pearson	Latest Edition
4	International Marketing Management: Text and Cases	U C Mathur	SAGE	2008
5	International marketing: analysis and strategy	Sak Onkvisit, Johnshaw	Biztantra	Latest Edition

(Group-6):	
Course Code: 20MBAFM406 Course Title: International Financial Management	
Exam Hours: 3 hours	Exam Marks (Maximum):100
Module -1 International Financial Environment	
Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, 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).(Only Theory).	
Module -2 Foreign Exchange Market	
Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Bid – Ask – Spread (Theory & Problems).	
Module -3 Foreign Exchange Risk Management	
Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. (Theory & Problems).	
Module -4 International Financial Markets and Instruments	
: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, 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. (Only Theory).	

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Module -5 Forecasting Foreign Exchange rate				
International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).				
Module-6 Foreign Exchange Exposure				
Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure-Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project. (Theory & Problems).				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 40 percent theory and 60 percent problems in the SEE. 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	International Corporate Finance	Jeff Madura	Cengage	10/e 2012
2	International Finance Management	Eun & Resnick	Tata McGraw Hill	4/e, 2014
3	Financing International Trade: Banking	Gargi Sanati	Sage	1/e, 2017
4	International Financial Management	Apte P. G	Tata McGraw Hill	6/e, 2011
5	International Financial Management	MadhuVij	Excel Books	2010

(Group-6):	
Course Code: 20MBAHR406 Course Title: Management Consulting for Business Excellence	
Exam Hours: 3 hours	
Exam Marks (Maximum):100	
Module-1 Introduction	
Management Consultancy in India- Indian Management Consulting Scenario, Concept, Nature, Dynamics, Opportunity Modules, Challenges, Consultancy as Profession, Strategic planning process for long-term success through Consultancy; Proactive client relationships for repeat business; Organisational Study and Consultancy- Align organisational vision and strategy; Changing Business Models and Business Strategy; Consultancy Agenda; Economics of Consulting; Client development, Client engagement, Basic and Advanced tools, techniques and frameworks used by management consultants- simulation analysis, decomposition analysis, feasibility analysis and sensitivity analysis/ rankings, scenario analysis, representative element analysis, decision tree, Theory of constraints, Critical chain; issue tree, bottom-up approach, top-down approach, backward reasoning, 80/20 rule, benchmarking, cost drivers, opportunity tree; Ethics of Consulting; Pre requisite needed for Consultancy as Profession.	
Module -2 Consultancy Areas - Part A	
Corporate Governance: Role of Management Consultants Play; Consulting Experience in Brand Management; Experience in M and A Consulting; E-Governance and its Relevance to India; Information Technology Consulting: Bytes of Reality; Management Consultancy in Infrastructure Projects; Implications for Management Consultants.	
Module -3 Consultancy Areas - Part B	
Project Finance: New Investment, Diversification and Growth; Mentoring In Entrepreneurship; Strengthening Contribution of NGOs in Social Development: Consultancy in Communication Research; Developing strategy for financial restructuring; Management consulting in investment banking, legal, real estate, accounting, financial services, advertising, IT consulting, engineering consulting, HR consulting, R&D, education, architecture, AI, Block chain; Customer relations' management.	

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Module -4 Consulting Services				
Consulting Services to design and implement policies, systems and processes in functional and cross-functional areas of business. Project Feasibility studies and appraisal; Performance measurement and evaluation of public and corporate sectors; Designing project planning, monitoring and control systems; Designing and implementing manufacturing execution system; Designing and implementing supply chain models; Total quality management; System analysis and design; Enterprise Resource Planning (ERP); Information Technology strategies and architectures; Business Process Reengineering (BPR); E-Governance; Strategic restructuring through alliances and Joint ventures.				
Module -5 Careers and Firms in Consultancy				
Career in Consulting - Future Jobs; Top consulting firms McKinsey, BCG, Bain and AT Kearney, PwC, EY, Accenture, Career Growth for Management Consultants area like- Strategy Consulting; Operations Consulting; Financial Advisory Consulting; Risk & Compliance Consulting; Business Coach; Industry-Specific Consulting like steel, FMCG, supply-chain, public sector, etc.; Legal Management Consultancy; Skills and Competency-Research and analysis, Industry analysis, Project preparation, Strategic and design thinking, Technology, Communication skills, Presentation, Business negotiations, ability to think logically and structure, current affairs in the industry and general news around the world, problem solving, business-analytics skills, writing proposals, managing projects, pricing strategy, initiating relationship, growing client organisation relationship, corporate valuation and integration, sharp knowledge and strong networking skills, global culture.				
Module – 6 HR Consultancy				
Creating Winning People Strategy; Strategy Maps; Structure, Process and Governance; HR Service Delivery Design; Consulting in Executive Search and Building a Management Team; HR Audit; HR Annual Survey; HR Systems Design; HR Process Re-engineering; Creating HPWS- High Performance Work System and Culture; Developing leadership, Succession, Empowering line managers to take on HR role, 360 degree feedback, Assessment and development Centre's, Value and culture building, Human potential utilisation, Manpower planning; Development and Improvement of performance appraisal system; talent management, Organisational restructuring, Developing heterogeneous HR policies, Managing Gen Y and Gen Z employees, Attrition control and employee retention management, Work-life balance, Executive coaching, Performance management, Employee engagement, Integration and assimilation of new recruits, Expectation management, T and D, Stress management, healthy living and building future.				
Question paper pattern:				
<ul style="list-style-type: none"> • The Semester End Examination(SEE) question paper will be set for 100 marks • The question paper will have ten questions covering all modules. • Each full question is for 20 marks (with a maximum of four sub questions drawn from different modules). • Students will have to answer 5 full questions. • 100 percent theory in the SEE 				
Textbook/Reference Books				
	Title of the book	Author Name	Publisher's Name	Publication year
1	Management Consulting in India- Practice and Experiences for Business Excellence	U. K. Srivastava; Pramila Srivastava	SAGE Response	2012
2	An Introduction to Management Consultancy	Marc Baaij	SAGE Publications Ltd	2013
3	Management Consultancy Insights and Real Consultancy Projects	Book by Graham Manville	Routledge	2018
4	The McKinsey way	Ethan M. Rasiel	KOBO	1999
5	The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives	Carl W. Stern, Michael S. Deimler	John WILEY and Sons	2006

