

MBA

Master of Business Administration

Draft Syllabus

(Effective from 2014-15)

VTU Logo

**Visvesvaraya Technological University
“Jnanasangama”, Belgaum-590 018, Karnataka**

Objectives:

The basic objectives of MBA Programme are:

1. To equip students with necessary knowledge and managerial skills to occupy positions of management and administration in business, industry, public system and the government.
2. To inculcate appropriate ethical values and attitudes among students to function effectively in the work environment.
3. To provide a right mix of managerial and business exposure to function effectively in various domains of management.

Purpose:

Students who complete the Master of Business Administration should be able to:

- Understand business management concepts and their applications to domestic and global business setting
- Familiarize themselves with financial concepts, analysis and reporting systems
- Identify customer needs and to participate in the process of developing products and services to meet their requirements
- Realize production models, distribution systems, and their role in the value creation process
- Understand the political, environmental, legal, and regulatory settings of the organization
- Appreciate the importance of multicultural, ethnic, ethical and gender issues in the organization
- Acquire leadership skills, understand group and individual dynamics, and be able to work in teams
- Enhance oral and written communication skills
- Develop comprehensive problem solving and decision making skills
- Appreciate the interrelationships among functional areas of management

REGULATIONS GOVERNING THE MASTER OF BUSINESS ADMINISTRATION**OMB 1 TITLE OF THE COURSE**

OMB 1.1 The course shall be called Master of Business Administration course which is abbreviated as MBA.

OMB 2 DURATION OF THE COURSE

OMB 2.1 The MBA course shall be of two years' duration, extended over four semesters.

OMB 2.2 The candidates shall be allowed a maximum of four years (8 semesters) of duration to be eligible for the award of MBA degree, failing which he / she shall have to register once again as a fresh candidate.

OMB 3 ELIGIBILITY FOR ADMISSION

OMB 3.1 Admission is open, to the Master of Business Administration Course, to all the candidates who possess a Bachelor's Degree of minimum three years' duration recognized by this university or who have passed any other examination recognized by this university as equivalent thereto.

OMB 3.2 The candidates shall have passed the prescribed qualifying examinations with not less than 50% of the marks in aggregate of all the years / semesters of the degree examinations. However, in the case of candidate belonging to SC/ST and any other groups classified by the Government of Karnataka for such purpose from time to time, the aggregate percentage of marks in the qualifying examinations shall be not less than 45%.

OMB 3.3 Government seats and Management seats in colleges shall be filled as per the Government Order issued from time to time in this regard.

OMB 3.4 All graduates other than the graduates of VTU shall have to obtain Eligibility Certificate from the VTU to seek MBA admissions in any of the colleges affiliated to VTU.

OMB 3.5 The Calendar of events in respect of the course shall be fixed by the University from time to time.

OMB 4 ATTENDANCE REQUIREMENT

OMB 4.1 Each semester of the course shall be treated as a separate unit for calculation of the attendance.

OMB 4.2 A candidate shall be considered to have satisfied the attendance requirement if he / she has attended not less than 85% of the classes in each subject of the respective semesters (Theory, Seminars, Practical Training, etc) actually conducted up to the end of the semester.

OMB 4.3 A candidate, who does not satisfy the attendance requirement, mentioned as above, shall not be eligible to appear for the Examination of the semester and shall be required to repeat that semester along with regular students during the subsequent year.

OMB 4.4 If a candidate, for any reason, discontinues the course after the first / third semester he / she may be permitted to register for the second /fourth semester, after one year with the immediate subsequent batch, subject to the condition that he / she shall complete the class work and seminar including the project / internship within maximum stipulated period of four years from the date of commencement of the course.

OMB 4.5 The Principals of the concerned Colleges shall display regularly, the list of such candidates who fall short of attendance, on the notice boards.

OMB 4.6 The list of the candidates falling short of attendance shall be sent to the University at least one week prior to the commencement of examination.

OMB 5 INTERNAL ASSESSMENT

OMB 5.1 Each candidate shall obtain not less than 50% of the marks prescribed for the Internal Assessment of each subject, including seminars.

OMB 5.2 Internal Assessment Marks shall be based on assignments / tests / oral examinations / Practical Components and seminar conducted in respective subjects.

OMB 5.3 Candidates obtaining less than 50% of the Internal Assessment marks in any subject shall not be eligible to appear for the examination in that subject. However, the Head of the Department may arrange for the improvement of Internal Assessment marks in the subject / subjects in subsequent semesters and the candidate be provided an opportunity for taking the examination at the end of the immediate subsequent semester to fulfill the provisions of OMB 5.1.

OMB 5.4 The student shall write the Internal Assessment Test in Blue Books which shall be maintained by the Principal for at least one month after the announcement of result for verification by the University Officials.

OMB 5.5 Every sheet of Internal Assessment marks list shall bear the signatures of the concerned faculty member, Head of the Department and the Principal of the Institution.

OMB 5.6 The Internal Assessment marks list shall be displayed on the Notice Board and corrections, if any, shall be incorporated before sending to the University.

OMB 5.7 No corrections of the Internal Assessment marks shall be entertained after the submission of marks list to the University.

OMB 6 PAPER SETTING AND EVALUATION OF THEORY ANSWER PAPER

OMB 6.1 Question papers in theory subjects shall be set by the Examiners appointed for that purpose by the University.

OMB 6.2 There shall be double valuation of theory papers in the University Examinations. The Answer Papers shall be valued by two examiners appointed by the University.

OMB 6.3 If the difference between the marks awarded by the two Examiners is not more than 15 per cent of the maximum marks, the marks awarded to the candidate shall be the average of two evaluations. If the difference between the marks awarded by two examiners is more than 15, the script shall be evaluated by a third examiner. The average of marks of nearest two valuations shall be considered as marks secured by the candidate. However, if one of the three marks falls exactly midway between the other two, then the highest two marks shall be taken for averaging.

OMB 7 INTERNSHIP (PROJECT WORK)

OMB 7.1 All the candidates shall undertake an Internship (Project Work) of ten weeks' duration at the end of the third semester but before the commencement of the fourth semester. The Internship should have industry orientation and the work should be certified by the concerned organization where the student has undertaken the Internship.

OMB 7.2 The Internship report shall be submitted by the students as per the guidelines prescribed by the university from time to time.

OMB 7.3 For the Project work (Internship), the Internal Guide shall carry out the internal assessment for 50 marks

OMB 7.4 An external examiner shall separately value the Internship report for 50 marks. A Viva voce examination for 50 marks shall be jointly conducted by a panel of examiners consisting of an external and internal examiner. This examination has to be conducted in batches of 5 students. The Internship marks will be included in the 4th semester scheme.

OMB 7.5 A candidate shall secure a minimum of 50% of marks in aggregate (in the internal assessment, evaluation of Internship report and viva -voce examination). In the event of his failing to secure the 50% marks, he shall have to re-do the Internship.

OMB 8 ELIGIBILITY FOR PASSING

OMB 8.1 There shall be a university examination at the end of each semester.

OMB 8.2 A candidate shall obtain a minimum of 40% of marks in the University Examination and a minimum of 50% of marks in the aggregate including the Internal Assessment marks for passing in a theory subject. The passing marks in the internship shall be as provided under OMB 7.5 and 8.4.

OMB 8.3 There shall be no restriction for promotion of a candidate from the first semester to the second semester and from the third semester to the fourth semester provided he/she has fulfilled the attendance requirement as per OMB 4.2.

OMB 8.4 A candidate who has not failed in more than four heads of passing from the first and second semester put together shall be eligible for promotion from the second semester to the third semester.

OMB 9 AWARD OF CLASS & RANK

OMB 9.1 The candidates, who have passed in all the subjects of all four semesters and in the internship, shall be declared to have passed the course.

OMB 9.2 Classes shall be awarded to the candidates who have passed in all subjects at each semester on the aggregate marks obtained by them in the first attempt at the respective semester.

OMB 9.3 A candidate who secures 70% and above marks in aggregate in first attempt shall be declared to have passed in first class with distinction.

OMB 9.4 A candidate who secures 60% or more marks but less than 70% in aggregate in first attempt shall be declared to have passed in first class.

OMB 9.5 A candidate who secures 50% or more marks but less than 60% in aggregate in first attempt shall be declared to have passed in second class.

OMB 9.6 Classes shall be awarded at the degree level to the candidates who have completed the Course based on the first attempt aggregate of all four semesters taken together.

OMB 9.7 The number of ranks declared at degree level shall be 10 or 1% of students appeared for examination whichever is less. The ranks shall be declared on the basis of the aggregate marks of all the four semesters taken together, provided the candidates has passed in all these four semesters in first attempt only.

OMB 10 SPECIALISATION OF STREAMS

OMB 10.1 A student may opt for any one of the specialization streams.

OMB 10.2 Every student shall be required to take six papers in the specialization stream in the third semester and four in the fourth semester.

OMB 11 REJECTION OF RESULTS

OMB 11.1 A candidate may at his / her desire reject his / her latest semester results of University Examination with respect to all subjects of that particular semester examination. Rejection of result of individual subjects shall not be permitted. Rejection shall be permitted only once during the entire course. Provided that earlier sessional marks of the rejected semester shall be retained. Provided further that in 4th semester the rejection shall not include Internship Work. If the rejection of the University examination results of the semester happens to be of an odd semester, the candidate can take admission to the immediate next even semester. However, if the rejection of the University result is of even semester, the candidate cannot take admission to the next odd semester.

OMB 11.2 Application for rejection shall be submitted to the Registrar (Evaluation) of the University, through the Principal of the college, within thirty days from the date of announcement of results.

OMB 11.3 A candidate, who opts for rejection is eligible for the award of class and distinction, but is not eligible for the award of ranks.

Note: Guidelines on Practical components: The objective of Practical components is to make the students understand and comprehend how theory is applied in real time business. This should help the students to develop / hone their skills required to become industry ready. Practical component mentioned under each subject are only indicative. Faculty may adopt any other relevant practical tasks / activities focusing on practical application of the theory.

Important: Questions should not be set from practical components area in the University theory examination of the concerned subject.

SCHEME OF TEACHING AND EXAMINATION MASTER OF BUSINESS ADMINISTRATION

I SEMESTER

Subject Code	Title of the Subject	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam		
14MBA 11	Management & Organisational Behaviour	4	1	5	3	50	100	150	4
14MBA 12	Economics for Managers	4	1	5	3	50	100	150	4
14MBA 13	Accounting for Managers	4	1	5	3	50	100	150	4
14MBA 14	Business Analytics	4	1	5	3	50	100	150	4
14MBA 15	Marketing Management	4	1	5	3	50	100	150	4
14MBA 16	Managerial Communication	4	1	5	3	50	100	150	4
	Total	24	6	30		300	600	900	24

II SEMESTER

Subject Code	Title of the Subject	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam		
14MBA 21	Human Resource Management	4	1	5	3	50	100	150	4
14MBA 22	Financial Management	4	1	5	3	50	100	150	4
14MBA 23	Research Methods	4	1	5	3	50	100	150	4
14MBA 24	Business, Government and Society	4	1	5	3	50	100	150	4
14MBA 25	Strategic Management	4	1	5	3	50	100	150	4
14MBA 26	Entrepreneurial Development	4	1	5	3	50	100	150	4
	Total	24	6	30		300	600	900	24

III SEMESTER

Subject Code	Title of the Subject	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam		
	ELECTIVE 1	4	1	5	3	50	100	150	4
	ELECTIVE 2	4	1	5	3	50	100	150	4
	ELECTIVE 3	4	1	5	3	50	100	150	4
	ELECTIVE 4	4	1	5	3	50	100	150	4
	ELECTIVE 5	4	1	5	3	50	100	150	4
	ELECTIVE 6	4	1	5	3	50	100	150	4
	Total	24	6	30		300	600	900	24

Marketing Specialisation		Financial Specialisation		Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
14MBAMM301	Consumer Behavior	14MBAFM301	Principles & Practices of Banking	14MBAHR301	Industrial Relations & Legislations
14MBAMM302	Retail Management	14MBAFM302	Financial Services	14MBAHR302	Recruitment & Selection
14MBAMM303	Services Marketing	14MBAFM303	Investment Management	14MBAHR303	Compensation & Benefits
14MBAMM304	Marketing Research	14MBAFM304	Advanced Financial Management	14MBAHR304	Learning & Development
14MBAMM305	Business Marketing	14MBAFM305	Cost Management	14MBAHR305	Knowledge Management
14MBAMM306	Supply Chain Management	14MBAFM306	Strategic Credit Management	14MBAHR306	Negotiation & Conflict Management

DUAL Specialization:

Marketing & Finance Specialisation		Marketing & Human Resources Specialisation		Finance & Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
14MBAMM301	Consumer Behavior	14MBAMM301	Consumer Behavior	14MBAFM301	Principles & Practices of Banking
14MBAMM302	Retail Management	14MBAMM302	Retail Management	14MBAFM302	Financial Services
14MBAMM303	Services Marketing	14MBAMM303	Services Marketing	14MBAFM303	Investment Management
14MBAFM301	Principles & Practices of Banking	14MBAHR301	Industrial Relations & Legislations	14MBAHR301	Industrial Relations & Legislations
14MBAFM302	Financial Services	14MBAHR302	Recruitment & Selection	14MBAHR302	Recruitment & Selection
14MBAFM303	Investment Management	14MBAHR303	Compensation & Benefits	14MBAHR303	Compensation & Benefits

IV SEMESTER

Subject Code	Title of the Subject	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam		
	ELECTIVE 7	4	1	5	3	50	100	150	4
	ELECTIVE 8	4	1	5	3	50	100	150	4
	ELECTIVE 9	4	1	5	3	50	100	150	4
	ELECTIVE 10	4	1	5	3	50	100	150	4
	ELECTIVE 11	4	1	5	3	50	100	150	4
	ELECTIVE 12	4	1	5	3	50	100	150	4
14MBA47	Summer Project	-	-	-	-	50	100	150	4
	Total	24	6	30	18	300	600	1050	28

Marketing Specialisation		Financial Specialisation		Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
14MBAMM407	Sales Management	14MBAFM407	Business Valuation Analysis	14MBAHR407	Public relations
14MBAMM408	Integrated Marketing Communication	14MBAFM408	Risk Management and Insurance	14MBAHR408	Workplace Ethics
14MBAMM409	E-Marketing	14MBAFM409	Tax Management	14MBAHR409	International Human Resource Management
14MBAMM410	Strategic Brand Management	14MBAFM410	International Financial Management	14MBAHR410	Organisation Change and Development
14MBAMM411	Rural Marketing	14MBAFM411	Financial Derivatives	14MBAHR411	Strategic Talent Management
14MBAMM412	International Marketing Management	14MBAFM412	Strategic Financial Management	14MBAHR412	Personal Growth & Interpersonal Effectiveness

DUAL Specialisation:

Marketing & Finance Specialisation		Marketing & Human Resources Specialisation		Finance & Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
14MBAMM407	Sales Management	14MBAMM407	Sales Management	14MBAFM407	Business Valuation Analysis
14MBAMM408	Integrated Marketing Communication	14MBAMM408	Integrated Marketing Communication	14MBAFM408	Risk Management and Insurance
14MBAMM409	E-Marketing	14MBAMM409	E-Marketing	14MBAFM409	Tax Management
14MBAFM407	Business Valuation Analysis	14MBAHR407	Public relations	14MBAHR407	Public relations
14MBAFM408	Risk Management and Insurance	14MBAHR408	Workplace Ethics	14MBAHR408	Workplace Ethics
14MBAFM409	Tax Management	14MBAHR409	International Human Resource Management	14MBAHR409	International Human Resource Management

SEMESTER I

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Subject Code	: 14MBA11	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

Part A- Principles of Management

Module 1: (6 Hours)

Introduction: Management: Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management and recent trends in management.

Module 2: (12 Hours)

Planning and Organizing:

Planning: Nature of planning, planning process, objectives, MBO, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions, techniques in decision making.

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

Module 3: (4 Hours)

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

RECOMMENDED BOOKS

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel BOOKS

- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010
- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.

Part B- Organizational Behaviour

Module 4: (4 hours)

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

Module 5: (16 Hours)

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

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

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

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

Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self-management, social awareness, relationship management.

Module 6: (10 Hours)

Motivation and Leadership:

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

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

Module 7: (4 Hours)

Group Behaviour: Definition, types, formation of groups, building effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution.

Power and politics: Basis of power, effectiveness of power tactics. The ethics of behaving politically.

Practical Component

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Module 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.

- Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education
- Fundamentals of Organizational Behaviour - Slocum/Hillriegel, Cengene Learning
- Organizational Behaviour, Aquinas P. G, Excel BOOKS.

ECONOMICS FOR MANAGERS

Subject Code	: 14MBA12	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand macro economic analysis essential for business managers

Module 1:

(10 hours)

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Theories of firm-Baumol’s Model and Agency theory- Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticities, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance. Problems on Elasticity of Demand.

Module 2:**(8 hours)**

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

Module 3:**(8 hours)**

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

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

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

Module 4:**(8 hours)**

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

Module 5:**(8 hours)**

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

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

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

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

Module 6:**(8 hours)**

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

A brief Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance

Globalization and Indian Business Environment: Meaning and Implications, Phases, Impact of Globalization on Indian Economy across Sectors.

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

Module 7:**(6 hours)**

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

Monetary Policy: Measures of Money Supply, Monetary Policy in India– objectives, tools for Credit Control. Role and functions of Comptroller and Auditor General of India (CAG)

Practical Components:

- Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- Preparing a project proposal for a new business venture to understand the BEP using real time data.
- An in-depth study of economic indicators on the growth rate
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI
- A study on the effect of monetary policy on banking and NBFCs
- A futuristic study of leading Indian industries and observations of CAG on major issues.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

ACCOUNTING FOR MANAGERS

Subject Code	: 14MBA13	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary
- Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.

- Prepare basic entries for business transactions and present the data in an accurate and meaningful manner
- Prepare basic financial statements and explain the articulation between the basic statements.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Module 1: (4 Hours)

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

Module 2: (10 Hours)

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

Module 3: (12 Hours)

Preparation of Financial Statements: Preparation of final accounts of sole traders. Preparation of final accounts / statement of companies-both horizontal & vertical form of financial statements. (Basic problems on Final accounts of companies)

Module 4: (14 Hours)

Analysis of Financial Statements: Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

Module 5: (6 Hours)

Accounting Standards and IFRS: Need for accounting standards. IFRS and proposed changes in Indian Accounting Standards.

Module 6: (4 Hours)

Emerging issues in Accounting: Corporate Governance and clause 49 of the listing agreement, Human Resource Accounting, Forensic Accounting, Window Dressing- Sustainability Reporting

Module 7: (6 Hours)

Fundamentals of Taxation: Overview of Heads of Income, deductions u/s 80C, Income Tax Rates and Returns – For Individuals only (Only Theory)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)
- Filling up of ITR forms
- Identify the sustainability report of a company and study the contents.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, United Publishers, 2009.
- Financial Accounting (IFRS update), Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.
- Accounting For Management, Arora M. N, Himalaya Publishing House.
- Essentials of Financial Accounting (Based on IFRS), Bhattacharya, 3/e, Prentice Hall India.
- Comdex (Computer and Financial Accounting with Tally 9.0 Course Kit), Dream Tech.
- Comdex – Tally 9, Namrata Agrawal - DreamTech.
- IFRS: A Practical approach, Jasmine Kaur, McGraw Hill.

BUSINESS ANALYTICS

Subject Code	: 14MBA14	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To introduce analytics as a tool for business decision making
- To learn multivariate statistical methods to explain or predict the measured values
- To familiarize the use of project management evaluation techniques
- To orient the students with research tools

Module 1

(8 Hours)

Descriptive Statistics: Measures of central tendency - Problems on measures of dispersion – Karl Pearson correlation, Spearman's Rank correlation, simple and multiple regression (problems on simple regression only)

Module 2 (6 Hours)

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

Module 3 (8 Hours)

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

Design of Experiments: Introduction – Simple comparative experiments – Single factor experiments – Introduction to factorial designs

Module 4 (only theory) (6 Hours)

Cluster Analysis: Introduction – Visualization techniques – Principal components – Multidimensional scaling – Hierarchical clustering – Optimization techniques

Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis

Discriminant Analysis: Introduction – Linear discriminant analysis

Module 5 (5 Hours)

Foundations of Analytics: Introduction – Evolution – Scope – Data for Analytics – Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Master data management(only theory)

Module 6 (15 Hours)

Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using graphical method. Transportation problem: Basic feasible solution using NWCM, LCM and VAM, optimisation using MODI method.

Assignment Model: Hungarian method – Multiple solution problems – Maximization case – Unbalanced – Restricted.

Module 7 (8 Hours)

Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation

Instruction: Equal weightage is given for both theory and problems in the ratio of 60:40

Practical Component:

- Students are expected to have a basic excel classes
- Students should be able to categorize the data and find out the basic statistical values

RECOMMENDED BOOKS:

- Business Analytics – Methods, Models and Decisions, James R. Evans,1st edition, Prentice Hall, 2013, ISBN – 978-0-13-295061-9

- Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013, ISBN 978-9350-59336-3
- Business Analytics – an application focus, Purba Halady Rao, PHI Learning, 2013, ISBN 978-81-203-4819-6
- Quantitative Methods, N D Vohra, 4th Edition, Tata McGraw Hill, 2010, ISBN 978-0-07-014673-0
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN 978-81-8318-755-8

REFERENCE BOOKS:

- Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003, ISBN 0-534-34974-9.
- Business Intelligence: A Managerial Approach, E. Turban, R. Sharda, J. Aronson, and D. King, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.
- Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005, ISBN 981-240-641-7

MARKETING MANAGEMENT

Subject Code	: 14MBA15	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To provide students an insight to basic concepts of marketing management.
- To help students understand various marketing tools/models for solving marketing problems in the changing business environment.
- To understand fundamental premise underlying market driven strategies.

Module 1: (8 hours)

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

Module 2: (8 hours)

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

Module 3: (8 hours)

Market Segmentation, Targeting & Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies.

Targeting - Bases for identifying target Customer target Marketing strategies,

Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning.

Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

Module 4: (8 hours)

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

Module-5 (8 hours)

Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing,

Module 6: (10 hours)

Integrated Marketing communication: Meaning and Importance of Marketing Communication, Communication Objectives, Steps in Developing Effective Communication

Advertising - Objectives, Ad Budget, AIDA Model, Advertising Copy Deciding Media, Evaluating Advertising Effectiveness,

Sales Promotion - Kinds of Promotion, Tools and Techniques of Sales Promotion, Push and Pull Strategies

Personnel Selling - Concept, Features, Functions, and Steps involved in personal Selling.

Publicity - Meaning, Objectives, Types, Functions of Public relations,

Direct Marketing - Meaning, Features, Functions, Basic Concepts of E-Commerce, E-Business

Module 7: (6 hours)

Marketing Planning: Meaning, Concepts, Steps involved in Marketing planning,

Marketing Audit- Meaning, Feature, Various components of Marketing Audit

Marketing Strategy-Analysis of Industry and Competition, Strategic Planning Process,

Case Studies of Indian Context

Practical Components

- Analyze Product Life Cycle of few Products like-Electronic goods, Computers.
- Analyze Packaging strategies used by FMCG companies
- Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

RECOMMENDED BOOKS

- Marketing Management: A South Asian Perspective – Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
- Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012
- Marketing Management Concepts & Cases, S.A.Sherlekar, HPH
- Marketing Management, Tapan Panda, 2/e, Excel Publication
- Marketing Management: An Applied Approach, Noel Capon & Siddharth Shekhar Singh, Wiley, 2014

REFERENCE BOOKS

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012
- Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
- Marketing Management – Karunakaran, HPH.
- Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.
- Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.
- Marketing: Marketing in the 21st Century - Evans & Berman, 2/e, Cengage Learning, 2005.
- Marketing: Planning, Implementation, and Control -William M. Pride, Ferrell O. C, Cengage Learning, 2010.

MANAGERIAL COMMUNICATION

Subject Code	: 14MBA16	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To familiarize learners with the mechanics of writing.
- To enable learners to write in English precisely and effectively

Module 1:

(6 Hours)

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

Module 2:

(6 Hours)

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

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

Module 3: (8 Hours)

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

Module 4: (12 Hours)

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

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

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

Meeting Documentation: Notice, Agenda, and Resolution & Minutes.

Module 5: (10 Hours)

Case Method of Learning: Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analyzing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study

Module 6: (6 Hours)

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

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

Module 7: (8 Hours)

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

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

Practical Components:

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,

- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.
 - Business Communication - Sehgal M. K & Khetrpal V, Excel BOOKS.
 - Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
 - Basic Business Communication – Raj Kumar, Excel BOOKS, 2010.
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SEMESTER II
HUMAN RESOURCE MANAGEMENT

Subject Code	: 14MBA21	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To develop a meaningful understanding of HRM theory, functions and practices.
- To apply HRM concepts and skills across various types of organizations.

Module 1: **(8 hours)**

Human Resource Management:

Introduction, meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM. Major functions of HRM, Principles of HRM, Organization of Personnel department, Role of HR Manager. HRM's evolving role in the 21st century.

Module 2: **(8 hours)**

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

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

Module 3: **(8 hours)**

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

Selection: Definition and Process of Selection.

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

Module 4:**(8 hours)**

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning.

Module 5:**(8 hours)**

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System.

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation.

Module 6:**(8 hours)**

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

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

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

Module 7:**(8 hours)**

Industrial Relations: Overview of industrial relations and industrial conflict.

Industrial disputes: preventive and settlement machinery, collective bargaining, industrial relations scenario: current issues and future challenges.

Practical Component:

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

RECOMMENDED BOOKS:

- Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
- Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
- Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012.
- Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
- Human Resource Management – Aswathappa K HPH

REFERENCE BOOKS:

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

FINANCIAL MANAGEMENT

Subject Code	: 14MBA22	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To explain the basic functions and responsibilities of a financial department in a business/ firm;
- To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management
- To explain the various techniques of evaluation of investment proposals
- To discuss the various factors to be considered in designing the target capital structure.

Module 1: (10 Hours)

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

Indian financial system – Primary market, Secondary market – stocks & commodities market, Money market, Forex markets. (Theory Only)

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

Module 2: (10 Hours)

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

Module 3: (8 Hours)

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

Module 4: (10 Hours)

Investment decisions -- 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. Estimation of cash flow for new project, replacement projects.

Module 5: (6 Hours)

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

Module 6: (8 Hours)

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

Module 7: (4 Hours)

Emerging Issues in Financial management: Derivatives, Mergers and Acquisitions, Behavioural Finance, Financial Modelling, Financial engineering, risk management. (Theory Only).

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Financial Management, V K Bhalla ,1st Edition- S.Chand 2014,
- Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.
- Corporate Finance, Damodaran , 2/e, Wiley India (P) Ltd., 2004
- Financial Management, Paresh P., Shah 2/e, Biztantra.

- Fundamentals of Financial Management, Sheeba Kapil ,Pearson,2013
- Financial Management, Sumit Gulati & Y P Singh,Mc Graw Hill, New Delhi - 2013

RESEARCH METHODS

Subject Code	: 14MBA23	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To provide an understanding on the basic concepts of research methods
- To expose the students to the role that statistics plays in business decisions

Module 1: (6 hours)

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

Module 2: (8 hours)

Types of Business Research Design: Exploratory and Conclusive Research Design

Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions.

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

Experimental research design – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Observation Research – Meaning – Uses – Participation and Non-participation – Evaluation – Conducting an Observation study – Data collection

Module 3: (6 hours)

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: (6 hours)

Data Collection: 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.

Module 5: (8 hours)

Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation

Module 6: (16 hours)

Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis

Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, U-Test, K-W Test (Theory Only)

Statistical Analysis: Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only)

ANOVA: One- Way and Two Way Classification. (Theory Only)

Module 7: (6 hours)

Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Practical Components:

- Students are expected to write the research design on Exploratory and Descriptive Research.
- Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Students are asked to conduct Market survey to know the consumer perception towards any FMCG.
- Identify the problem and collect relevant literatures and data for analysis
- Data Interpretation and report writing: Short and Long reports.
- Report presentation methods, ex: Power Point Presentation, etc

RECOMMENDED BOOKS

- Research Methodology- C R Kothari, Vishwa Prakashan,2002
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
- Research Methodology – concepts and cases – Deepak Chawla and Neena Sondhi -Vikas Publication - 2014
- Research Methods for Business, Uma Sekaran & Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and Hetesh Gupta, McGraw hill - 2012
- Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007
- Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011

REFERENCE BOOKS

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

- Methodology of Research in social Sciences- O R Krishnaswami, M Ranganatham, HPH, 2007
- Research Methodology –C Murthy- Vrinda Publication - 2011

BUSINESS, GOVERNMENT AND SOCIETY

Subject Code	: 14MBA24	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To enable students to understand the challenges and complexities faced by businesses and their leaders as they endeavor maximize returns while responsibly managing their duties to stakeholders and society.
- To help students to understand the rationale for government interventions in market systems.
- To help students develop an understanding of Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines.
- To help students develop the skills needed to work through ethical dilemmas

Module 1: (8 Hours)

The Study of Business, Government and Society (BGS): Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspective – Historical Perspective.

Module 2: (8 Hours)

Corporate Governance: Introduction, Definition, Market model and control model, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance, the concept of corporate, the concept of governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases

Module 3: (4 Hours)

Public Policies: The role of public policies in governing business, Government and public policy, classification of public policy, areas of public policy, need for public policy in business and levels of public policy.

Module 4: (8 Hours)

Environmental concerns and corporations: History of environmentalism, environmental preservation-role of stakeholders, international issues, sustainable development, costs and benefits of environmental regulation, industrial pollution, role of corporate in environmental management, waste management and pollution control, key strategies for prevention of pollution, environmental audit, Laws governing environment.

Module 5:

(8 Hours)

Business Ethics: Meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behaviour, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical organizations

Module 6:

(6 Hours)

Corporate Social Responsibility: Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective, Indian examples.

Module 7:

(14 Hours)

Business Law: Law of contract - meaning of contract, agreement, essential elements of a valid contract. Law of agency- meaning, creation and termination of agency. Bailment and Pledge - meaning, rights and duties of bailor and bailee.

Sale of Goods Act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Condition and Warranties, Express and Implied Condition, “Doctrine of Caveat Emptor”, Right and duties of Unpaid Seller.

Meaning, scope and objectives of - Intellectual property law, law relating to patents, law relating to copyrights, law relating to trade mark.

Practical Components:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in Module 1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

RECOMMENDED BOOKS:

- Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government – Francis Cherunilam, HPH.
- Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
- Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.

- Business Law for Managers, Goel P. K, Biztantra, 2012.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

REFERENCE BOOKS:

- Business and Society - Lawrence and Weber, 12/e, Tata McGraw- Hill, 2010.
- Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
- Corporate Governance - Keshoo Prasad, 2/e, PHI.
- Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
- Corporate Governance – Machiraju H. R, HPH.
- Business Ethics and Corporate Governance – Prabakaran S, Excel BOOKS.
- Corporate Governance – Badi N. V, Vrinda Publications, 2012.
- Civic Sense – Prakash Pillappa, Excel BOOKS, 2012.

STRATEGIC MANAGEMENT

Subject Code	: 14MBA25	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To explain core concepts in strategic management and provide examples of their relevance and use by actual companies
- To focus on what every student needs to know about formulating, implementing and executing business strategies in today’s market environments
- To teach the subject using value-adding cases that features interesting products and companies, illustrate the important kinds of strategic challenges managers face, embrace valuable teaching points and spark student’s interest.

Module 1 (8 Hours)

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

Module 2 (8 Hours)

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

Module 3 (7 Hours)

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

Module 4 (8 Hours)

Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking
Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships – Mergers and Acquisition Strategies – Outsourcing Strategies –International Business level Strategies.

Module 5 (7 Hours)

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

Module 6 (10 Hours)

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

Module 7 (8 Hours)

Strategic Control, guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems. Monitoring performance and evaluating deviations, challenges of Strategy Implementation. Role of Corporate Governance

Practical Components:

- Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.
 - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- Analysing Mission and Vision statements of a few companies and comparing them
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company's strategy and execution efficiency.

- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market. Analyse the internal and external factors
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus by talking to them

RECOMMENDED BOOKS:

- Crafting and Executing Strategy, Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
- Strategic Management, Alex Miller, Irwin McGraw Hill
- Strategic Management - Analysis, Implementation, Control, Nag A, 1/e, Vikas, 2011.
- Strategic Management - An Integrated Approach, Charles W. L. Hill, Gareth R. Jones, Cengage Learning.
- Business Policy and Strategic Management, Subba Rao P, HPH.
- Strategic Management, Kachru U, Excel BOOKS, 2009.

REFERENCE BOOKS:

- Strategic Management: Concepts and Cases, David R, 14/e, PHI.
- Strategic Management: Building and Sustaining Competitive Advantage, Robert A. Pitts & David Lei, 4/e, Cengage Learning.
- Competitive Advantage, Michael E Porter, Free Press NY
- Essentials of Strategic Management, Hunger, J. David, 5/e, Pearson.
- Strategic Management, Saroj Datta, jaico Publishing House, 2011.
- Business Environment for Strategic Management, Ashwathappa, HPH.
- Contemporary Strategic Management, Grant, 7/e, Wiley India, 2012
- Strategic Management-The Indian Context, R. Srinivasan, 4th edition, PHI

ENTREPRENEURIAL DEVELOPMENT

Subject Code	: 14MBA26	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

Module 1:

(8 Hours)

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

Module 2: (6 Hours)

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis Innovation and Entrepreneurship: Profits and Innovation, Globalization, Concept and Models of Innovation. Significance of Intellectual Property Rights.

Module 3: (8 Hours)

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organization plan, financial plan, and final project report with feasibility study, preparing a model project report for starting a new venture.

Module 4: (6 Hours)

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

Module 5: (6 Hours)

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

Module 6: (8 Hours)

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

Module 7: (10 Hours)

Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists.

Social Entrepreneurship: Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship, Rural entrepreneurship-need and problems of rural entrepreneurship, challenges and opportunities-Role of government.

Case studies in Entrepreneurship Development

(4hours)

Practical component:

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

RECOMMENDED BOOKS:

- Entrepreneurship Development-Small Business Enterprise- Poornima Charantimath Pearson Education, 2007
- Entrepreneurship- Rober D Hisrich, Michael P Peters, Dean A Shepherd, 6/e, The McGraw-Hill companies, 2007
- Entrepreneurship Development , Khanka, S Chand Publications
- Entrepreneurship Development, B Janakiram

REFERENCE BOOKS:

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

SEMESTER III

Marketing Specialisation

CONSUMER BEHAVIOUR

Subject Code	: 14MBA MM301	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To understand the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.
- To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
- To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.

Module 1: (4 Hours)

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

Module 2: (8 Hours)

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

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

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

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

Module 3:

(10 Hours)

Individual Influences on Consumer Behaviour and CRM: Part 1

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

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

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

C) Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk.

Customer Relationship Management

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

Module 4:

(08 Hours)

Individual Influences on Consumer Behaviour: Part 2

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

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

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

Module 5:**(07 Hours)****External Influences on Consumer Behaviour: Part 1**

A) 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)

B) Culture and Subculture - Major Focus on Indian Perspective

Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.

Subculture: Meaning, Subculture division and consumption pattern in India,

Types of subcultures (Nationality subcultures, Religious subcultures, Geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques

Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.

Module 6:**(07 Hours)****External Influences on Consumer Behaviour: Part 2**

Groups: Meaning and Nature of Groups, Types

Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, reference group appeals, Celebrities.

Module 7:**(08 Hours)****Consumer Influence and Diffusion of Innovations**

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

Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time) Adoption Process: Stages, categories of adopters

Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition.

Case studies in Indian context only**(04 Hours)****Practical Component:**

- Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.

- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?

RECOMMENDED BOOKS:

- Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, 2010.
- Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e TMH,
- Consumer behavior - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
- Consumer behavior – David L. Loudon, Della Bitta, 4/e, McGraw Hill.
- Consumer Behavior – Raju M. S & Dominique Xardel, Vikas Publishing House.

REFERENCE BOOKS:

- Consumer Behavior - Henry Asseal, Cenage Learning.
- Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications
- Customer Behavior: A Managerial Perspective – Sheth, Mittal, Cengage Learning.
- Consumer Behavior- Satish K. Batra & S H H Kazmi, Excel Books.
- CRM – Alok Kumar, Chhabi Sinha, 7/e, Biztantra.
- Customer Relationship Management - Peru Ahamed & Sagadevan, Vikas Publishing.
- Consumer Behavior – Kumar Rajeev, Himalaya Publisher.

RETAIL MANAGEMENT

Subject Code	: 14MBA MM302	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

Module 1:

(7 Hours)

Introduction and Perspectives on Retailing -

World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -

Customer Buying Behaviour, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario

Module 2: (5 Hours)

Theories of Retailing

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

Module 3: (10 Hours)

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

Module 4: (10 Hours)

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

Module 5: (5 Hours)

Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies

Module 6: (9 Hours)

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

Module 7: (6 Hours)

Retail Audit and ethics in Retailing

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

Case Studies (4 Hours)

Practical Components:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.

- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

RECOMMENDED BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, 2003.
- Retail Management - Levy & Weitz, 8/e, TMH, 2012.
- Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
- Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
- The Art of Retailing - A. J. Lamba, McGraw Hill.
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.

REFERENCE BOOKS:

- Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
- Retail Management - Chetan Bajaj, Oxford University press.
- Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
- Retail Management – Arif Sheikh, HPH.
- Sales & Distribution Management - Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
- Retail Management, Functional Principles and Practices, Gibson G Vedamani, 4th Edition, JAICO Publishing House.
- Retail Management, Global perspective, Dr.Harjith Singh, 3rd Revised Edition, S.Chand.

SERVICES MARKETING

Subject Code	: 14MBA MM303	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To acquaint the students to the uniqueness of the services characteristics and its marketing implications.
- To discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.
- To acquaint the students with the various models and their applications.

Module 1:**(6 hours)**

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

Module 2:**(6 hours)**

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

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

Module 3:**(6 hours)**

Understanding customer expectation through market research: Key reasons for GAP 1, 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 4:**(10 hours)**

Customer defined service standards: “Hard” & “Soft” standards, process for developing customer defined standards

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.

Service design and positioning-Challenges of service design, new service development-types, stages. Service blue printing-Using & reading blue prints. Service positioning-positioning on the five dimensions of service quality, Service Recovery.

Module 5:**(8 Hours)**

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

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

Module 6:**(8 hours)**

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

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

Module 7:**(6 hours)**

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

Case Studies in Indian context only**(6 hours)****Practical component:**

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

RECOMMENDED BOOKS:

- Services Marketing-Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH, 2011
- Services Marketing-Christopher Lovelock, Pearson Education, 2004
- Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L. Kurtz, 2/e, Biztantra, 2007
- Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006

REFERENCE BOOKS:

- Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
- Services Marketing - Govind Apte, Oxford, 2007
- Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning-2007
- Service Marketing - Peter Mudie and Angela Pirrie, 3/e, Elsevier, 2006
- Service Marketing - Jha S. M, HPH

MARKETING RESEARCH

Subject Code	: 14MBA MM304	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.
- To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight importance of research in management

Module 1: (8 Hours)

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

Module 2: (8 Hours)

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

Module 3: (8 Hours)

Research Design and Information Sources: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive; sources and uses of secondary data, collection of secondary data.

Module 4: (8 Hours)

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

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

Module 5: (8 Hours)

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

Module 6: (8 Hours)

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

Module 7: (8 Hours)

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

BUSINESS MARKETING

Subject Code	: 14MBA MM305	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for Industrial goods.

- The course prepares students for careers in the areas of marketing of Business products & services.
- It enhances the ability of the students to understand the nature of B2B marketing & the process involved in practice.
- It equips in the Development of B-2-B Strategies and their implementation

Module 1: (6 Hours)

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

Module 2: (7 Hours)

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

Module 3: (8 Hours)

Buyer-Seller Relationship: Relationship in Business Marketing, Types of Relationships, Developing & Implementing effective relationship marketing strategies, CRM.

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

Module 4: (8 Hours)

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

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

Business Service Marketing: Special Challenges

Module 5: (7 Hours)

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

Module 6: (8 Hours)

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

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

Module 7:**(8 Hours)**

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

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

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

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SUPPLY CHAIN MANAGEMENT

Subject Code	: 14MBA MM306	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- The objective of this course is to enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains.
- This subject provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains.
- This subject is designed to explain the critical roles of technology in supply chain planning, visibility, and execution.

Module 1 (8 Hours)

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

Module 2 (8 Hours)

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

Module 3 (8 Hours)

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

Module 4 (8 Hours)

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

Module 5 (8 Hours)

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management.

Module 6 (7 Hours)

Demand Management and Customer Service: Demand Management, traditional forecasting, CPFRP, customer service, expected cost of stockouts.

Module 7 (4 Hours)

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

Case Studies in Indian context only.

(5 Hours)

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

Finance Specialisation

PRINCIPLES AND PRACTICES OF BANKING

Subject Code	: 14MBA FM301	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To discuss the banking system and structure in India
- To understand the nature of banker- customer relationship.
- To comprehend the technological up gradation and application in banking
- To provide an understanding of asset liability management in banks

Module 1: (8 Hours)

Banking system and structure in India- Evolution of Indian Banks-Types of banks -Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks.

Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act

Module 2: (9 Hours)

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

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

Module 3: (7 Hours)

The Negotiable Instruments Act 1881-Features of Negotiable instruments-Important concepts and explanations under the Negotiable Instruments Act- The Paying Banker-Dishonour of cheques-Negotiation-Endorsement- The Collecting Banker-Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments-Hundis.

Module 4: (8 Hours)

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

Module 5: (8 Hours)

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

Module 6: (7 Hours)

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

Module 7: (9 Hours)

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

Practical Components:

- Students can Understand Universal Banking & Cross Selling concepts adopted by banks
- Students can Understand Customer Profiling aspects adopted by banks

- Students can Understand Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)

RECOMMENDED BOOKS:

- Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
- Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, 2nd edition, PHI, 2009.
- Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.
- Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, 2nd edition, Pearson, 2011.
- Banking Theory and Practice, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House, 2011
- Modern Banking: Theory and Practice, Muraleedharan D, PHI, 2013.

REFERENCE BOOKS:

- Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
- Banking and Financial System - Prasad K, Nirmala, Chandradas J, Himalaya Publishing House, Mumbai.
- Management of Banking and Insurance – Sondhi N. K, Vrinda Publications.
- Banking and Insurance – Aggarwal O. P, Himalaya Publishing House.

INVESTMENT BANKING & FINANCIAL SERVICES

Subject Code	: 14MBA FM302	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

Module 1:

(8 Hours)

Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations-Changing landscape of Investment Banking
Regulation of the Capital Market- SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers- SEBI issue and Listing of Debt securities Regulation 2008

Module 2: (8 Hours)

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

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

Custodial services- The Stock Holding Corporation of India Limited

Module 3: (7 Hours)

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

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

Module 4: (7 Hours)

Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India

Forfeiting: Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India

Module 5: (8 Hours)

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

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

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

Module 6: (12 Hours)

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

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

Module 7: (6 Hours)

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

Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.

(QUESTION PAPER: Full Theory Case study-Problem on leasing, hire purchase, outright purchase.)

Practical Components:

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

RECOMMENDED BOOKS:

- Indian Financial System – Bharati V. Pathak, 3/e, Pearson Education, 2011.
- Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.
- Financial services - Khan M.Y, 6/e, McGraw Hill, 2011.
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Merchant Banking & Financial services - Vij & Dhavan, 1/e, McGraw Hill, 2011.

REFERENCE BOOKS:

- Indian Financial System – Machiraju, 4/e, Vikas, 2010
- Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
- Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.
- Banking and Financial Services, Dr. Mukund Sharma, HPH, 1st edition, 2014

INVESTMENT MANAGEMENT

Subject Code	: 14MBA FM303	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

Module 1: (Theory)

(6 Hours)

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process.

Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Module 2: (Theory) (6 Hours)

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

Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

Module 3: (Theory & Problems) (8 Hours)

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns.

Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

Module 4: (Theory & Problems) (8 Hours)

Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration.

PREFERENCE Shares- Concept, Features, Yields.

Equity shares- Concept, Valuation, Dividend Valuation models.

Module 5: (10 Hours).

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.

Company Analysis- Financial Statement Analysis, Ratio Analysis.

Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis)

Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioural Finance – Interpretation, Biases and critiques. (Theory only)

Module 6: (Theory & Problems) (10 Hours)

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML.

Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Module 7: (Theory & Problems) (8 Hours)

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Mutual Funds:, Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Portfolio Management Strategies: Active and Passive Portfolio Management strategy.
Portfolio Revision: – Formula Plans-Rupee Cost Averaging

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

Practical Components:

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

RECOMMENDED BOOKS:

- Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
- Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
- Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
- Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
- Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
- Investment Management – Preethi Singh, 17/e, Himalaya Publishing House 2010.
- Security Analysis & Portfolio Management- Kevin S, PHI, 2011.
- Investments: Principles and Concepts – Charles P. Jones, 11/e, Wiley, 2010.
- Security Analysis & Portfolio Management – Falguni H. Pandya, Jaico Publishing, 2013.

REFERENCE BOOKS:

- Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
- Security Analysis & Portfolio Management – Nagarajan K & Jayabal G , 1st Edition, New Age international, 2011.
- Investment – An A to Z Guide, Philip Ryland, 1st Edition, Viva Publishers, 2010.
- Guide to Investment Strategy-Peter Stanyer, 2nd Edition, Viva Publishers, 2010.
- Security Analysis & Portfolio Management – Sayesh N. Bhat, 1st Edition, Biztantra, 2011.
- Security Analysis & Portfolio Management– Dhanesh Khatri, 1st Edition, Macmillan, 2010.
- Security Analysis & Portfolio Management – Avadhani V. A, HPH.
- Investment Analysis & Portfolio Management– Reilly, 8/e, Cengage Learning.

ADVANCED FINANCIAL MANAGEMENT

Subject Code	: 14MBA FM304	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To understand the management of working capital and short term financing.
- To understand the techniques of cash, inventory and receivables management
- To comprehend the capital structure and dividend policy of the firm
- To enable the student to appreciate the role of financial management in an organisation.
- To develop planning skill and monitoring skill in financial management functions effectively, so that the students be able to apply the appropriate management strategy to face the company challenges.

Module 1: (8 Hours)

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

Module 2: (6 Hours)

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

Module 3: (7 Hours)

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

Module 4: (7 Hours)

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

Module 5: (10 Hours)

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

Module 6:**(8 Hours)**

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. Legal and procedural aspects of dividends Corporate Dividend Tax.

Module 7:**(10 Hours)****Special issues in financial management**

Corporate financial modelling Agency problem and consideration. Effect of inflation on Asset value, firm value, returns Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR).

Practical Components:

- Study the working capital financing provided by a Bank and submit the report on the same
- Study the annual report of any two companies and prepare a cash budget for next year.

RECOMMENDED BOOKS:

- Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.
- Financial Management - I.M. Pandey, 10/e, Vikas, 2011.

REFERENCE BOOKS:

- Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cengage Learning, 2004.
- Corporate Finance: Ross, Westerfield & Jaffe, – TMH – 8/e, 2010
- Financial Management & Policy - Vanhorne, 12/e, Pearson
- Principle of Corporate Finance – Brearly and Myers, 10/e, TMH, 2012.
- Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.
- Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.
- Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.

COST MANAGEMENT

Subject Code	: 14MBA FM305	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

Module 1: (10 Hours)

Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet

Module 2: (10 Hours)

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

Module 3: (8 Hours)

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

Module 4: (8 Hours)

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

Module 5: (8 Hours)

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC, Simple Problems under ABC.

Module 6: (5 Hours)

Cost Audit,-objectives,, Advantages, Areas and Scope of Cost Audit , Cost Audit in India -- Practical—Read the contents of the report of Cost Audit and the annexure to the Cost Audit report.

Management Audit- Aims and the objectives, Scope of Management Audit.

Module 7: (7 Hours)

Reporting to Management – Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting. Cost Reduction, and Cost Control, Target Costing – its Principles, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of Balanced scorecard.

Proportion of problems to theory 50%

Practical components:

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

RECOMMENDED BOOKS:

- Cost Accounting: Theory and Practice - Bhabatosh Banerjee, 13th Edition, PHI.
- A Text book of Cost and Management Accounting – Arora M. N, 11th Edition, Vikas.
- Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011.
- Cost Management: A strategic Approach - Vaidya S. C, Suveera Gill, Macmillan, 2010.
- Cost Accounting- Jawaharlal, & Seema Srivastava, 4th Edition, TMH.
- Accounting & Costing for Management – Sinha P. K, Excel Books, 2010.
- A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House, 2013

REFERENCE BOOKS:

- Cost Accounting – Khan M. Y and Jain P. K, TMH.
- Principles and Practice of Cost Accounting - Bhattacharyya, 3rd Edition, PHI.
- Cost and Management Accounting- Arora M. N, 3rd enlarged and Revised Edition, HPH.
- Managerial Accounting- James Jiambalvo, 4nd Edition, Wiley India Pvt. Ltd.
- Management Accounting - Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012.
- Advanced Cost Accounting – Madegowda J, HPH.
- Cost and Management Accounting – Arora M. N, 3rd Edition, HPH.

STRATEGIC CREDIT MANAGEMENT

Subject Code	: 14MBA FM306	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To provide an overview of the sound lending decisions by a bank
- To explain the process of evaluation of the loan proposal

- To provide an insight into the different types of loans
- To describe the aspects of NPA management

Module 1: (8 Hours)

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

Module 2: (8 Hours)

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

Module 3: (7 Hours)

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

Module 4: (8 Hours)

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

Module 5: (8 Hours)

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

Module 6: (8 Hours)

Financing to small scale industries and large scale industries- Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finance- Turnover method – Modified version of MPBF – Cash budget approach- Long term finance-Project financing –Industrial sickness and BIFR.

Module 7: (9 Hours)

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

Human Resources Management**INDUSTRIAL RELATIONS AND LEGISLATIONS**

Subject Code	: 14MBA HR301	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

PART A:**INDUSTRIAL RELATIONS (40 hours)****MODULE 1:****(8 hours)****Introduction:**

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

MODULE 2:**(8 Hours)****Collective Bargaining & Negotiation:**

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

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

Module 3:**(8 Hours)****Trade Union**

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

Module 4:**(8 Hours)****Grievance procedure and Discipline management:**

Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, model grievance procedure.

Discipline - Causes of Indiscipline - Maintenance of discipline. Principles of Natural Justice, Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

Module 5:**(8 Hours)****Industrial Conflicts:**

Industrial conflict – perspectives, Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts, industrial disputes act of 1947, settlement Machinery of Industrial disputes.

Paradigm shift from industrial relations to employee relations – shift in focus, difference, employee relations management at work, culture and employee relations, future of employee relations.

RECOMMENDED BOOKS:

- Employee Relations Management, P N Singh, Singh P. N., - Pearson Publications, 2011.
- Dynamics of Industrial Relations, Mamoria & Mamoria, Himalaya Publications, 2012, ISBN: 9789350514306
- Human Resource Management Principles & Practice, Aquinas, Vikas Publication.
- Personnel Management & Industrial Relations, Nair N G, Nair L, S. Chand Limited, 2001, ISBN: 8121918081, 9788121918084
- Essentials of Human Resource Management and Industrial Relations, Subba Rao, 3rd Revised edition, Himalaya Publishing House, 2010, ISBN: 8184886225, 9788184886221

REFERENCE BOOKS:

- The Law of Industrial Disputes, O.P Malhotra, Lexis Nexis India; Sixth edition (2004), ISBN: 978-8180380495
- A Guide to Settlement of Industrial Disputes, Arya, V.P, Oxford and IBH Pub. Co.
- Gherao and Industrial Relations, Aggarwal, Dr. Arjun P. and Larki, H., Trade Unionism in the New Society.
- Modern Labour Laws and Industrial Relations, Srikanta Mishra, Deep and Deep Publications, 1992, ISBN: 8171004350, 9788171004355

PART B:

Module 6: (8 Hours)

INDUSTRIAL LEGISLATIONS (16 hours)

Only basic objectives and major provisions of the following legislations

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

Module 7: (8 Hours)

- Minimum Wages Act, 1948
- Payment of Wages Act, 1936
- Payment of Gratuity Act 1972,
- Employees' Provident Fund and Miscellaneous Provisions Act 1952;
- Payment of Bonus Act, 1965.
- Employees Compensation Act in 2013

RECOMMENDED BOOKS:

- Labor Laws for Managers, BD Singh, Excel Books, 2009, ISBN: 9350621436, 9789350621431
- Industrial Relations and Labor laws, SC Srivatava, 5th Edition, Vikas Publications
- Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004, ISBN13: 9788180549748
- Labor Industrial Laws, Dr. V. G. Goswami, Eighth Edition, Central Law Agency, Allahabad

REFERENCE BOOKS:

- Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004, ISBN: 9788177588132
- Bare Acts
- Industrial Relations and labor laws, Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, TMH, 1997, ISBN: 1259051102, 9781259051104
- Industrial relations, trade unions and labor legislations, P R N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, Pearson Education, 2013, ISBN: 9788131731642

RECRUITMENT & SELECTION

Subject Code	: 14MBA HR302	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To enable students to understand and apply the principles of recruitment and Selection trends in the industry.
- To provide a conceptual and Application of Selection Procedure in the Industry.
- To give an understanding of the components and meaning of Latest Selection Tools in the corporate sector.

Module 1:

(6 Hours)

Job Analysis: Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique, Fleisclunann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

Module 2:

(9 Hours)

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

Module 3:

(7 Hours)

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

Module 4:

(10 Hours)

External Hiring: Meaning and definition of external recruitment.

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

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

Module 5:

(8 Hours)

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking

a Behavioural approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behaviour, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate’s profile, challenges in the interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV.

Module 6:

(8 Hours)

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

Interviewing: Planning the interview, Interview process - getting started, examining the 5 interview areas, examining the strengths & weaknesses, listening to what are being said, digging for Behavioural gold, probing for specifics, spotting patterns, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision. Interview in public sector undertaking, statutory requirements.

Module 7:

(8 Hours)

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

Meaning, definition, and purpose. Statutory requirements (under the Shops and commercial establishments Act). Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining.

Practical Component:

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

- Role play : Students can do the role play for the entire process of hiring and selecting 3 or 4 selected roles in a specific industry.

RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. Feild, South western Cengage Learning, Mason, Ohio, 2001.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009, ISBN: 1136369317, 9781136369315
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009, ISBN: 1444315951, 9781444315950
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009, ISBN: 1921485779, 9781921485770

REFERENCE BOOKS:

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002, ISBN 13 - 978-0534580957
- Hiring & keeping the best people, HBS Press, 2013, ISBN: 1422131785, 9781422131787
- Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books, 2009, ISBN: 8174464980, 9788174464989
- High performance hiring by Robert W. Wendover, Crisp Publication, California, 1991.

COMPENSATION AND BENEFITS

Subject Code	: 14MBA HR303	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives

- To discuss the strategic importance of compensation to the achievement of organizational goals. And the identify links between compensation objectives and business strategy.
- Discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.
- Discuss recent theoretical and practical developments in the area of compensation and benefits.
- Develop the basic competencies required for the development and management of compensation systems.

- Discuss how compensation management can become a competitive advantage.
- Discuss the role of compensation management as part of the new mandate for HR executives.

Module 1: (6 Hours)

Introduction To Compensation: Definition of Compensation, The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options

Module 2: (6 Hours)

Defining Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Which Internal Structure Fits Best?

Module 3: (10 Hours)

Job Analysis and Evaluation: Why Perform Job Analysis?, Job Analysis Procedures, Job Analysis Data Collection Process, Job Descriptions, Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure

Module 4: (8 Hours)

Determining External Competitiveness and Benefits Management:

Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades

Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits

Module 5: (10 Hours)

Performance Based Compensation System:

Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Does Compensation Motivate Performance?, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups: Who are Special Groups?, Compensation Strategies For Special Groups

Module 6: (8 Hours)

Legal & Administrative Issues in Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration

Module 7: (8 Hours)

Global Compensation: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices In Global Compensation, Comparing Systems, Expatriate Pay

Practical Components

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.

- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in a automobile manufacturing organization.

RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2nd edition, Excel BOOKS, 2012, ISBN: 9350620111, 9789350620113
- Compensation, Milkovich & Newman, 6th edition, Irwin/McGraw-Hill, ISBN: 0256259658, 9780256259650
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012, ISBN: 0133064859, 9780133064858
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002, ISBN: 0080490425, 9780080490427

REFERENCE BOOKS:

- Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004, ISBN: 0131918737, 9780131918733
- Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
- Compensation Management, Er Soni Shyam Singh, Excel Books, ISBN: 8174465766, 9788174465764.

LEARNING AND DEVELOPMENT

Subject Code	: 14MBA HR304	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To make students learn how to design a training environment to maximize learning at workplace.
- To enable students to be aware of the field of learning and development and its role in optimizing performance.
- To make students understand how assessment, relationships, courses, and job experiences can be used for development.

Module 1:

(8 Hours)

Introduction to Employee learning and Development, learning, Meaning and significance,

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

Module 2: (6 Hours)

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

Module 3: (7 Hours)

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

Module 4: (11 Hours)

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

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

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

Module 5: (8 Hours)

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

Module 6: (8 Hours)

Executive development/ Management development

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

Module 7: (8 Hours)

Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems, Roles of Employees, Managers, Human Resource Managers, and Company in Career Management, Evaluating Career Management Systems. Special Challenges in Career Management.

Practical Components:

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

RECOMMENDED BOOKS:

- Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
- Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005
- Employee Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication, 2011, ISBN: 0072436611, 9780072436617
- Management Training and Development, Gupta B.L, 1st Edition, Vrinda Publications, 2011.
- Training and Development Methods, Dr. Rishipal, 1st Edition, S. Chand, 2011.
- Personal Growth and Training & Development, Ruchi Srivastava, 1st Edition, Vrinda Publications, 2011.

REFERENCE BOOKS:

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

KNOWLEDGE MANAGEMENT

Subject Code	: 14MBA HR305	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- To critically evaluate current trends in knowledge management and their manifestation in business and industry.

- The purpose of this course is to acquaint students with some of the organizational and management issues surrounding the emergence of information and knowledge as key factors in developing and maintaining a competitive advantage for firms.
- Analyze and build communities of practice to contribute and share knowledge

Module 1: (8 hours)

Introduction: What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Why Is KM Important Today?, KM for Individuals, Communities and Organizations, Future Challenges for KM.

Module 2: (8 hours)

Understanding knowledge: the core of business: Knowledge, Intelligence, Experience, Common sense. Cognition and KM. Types of Knowledge, Expert Knowledge, Human Thinking & Learning. Organization Knowledge Management architecture and Implementation Strategies.
Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion, Knowledge Spiral. Knowledge Architecture, Other knowledge capture techniques.

Module 3: (8 hours)

The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle, The McElroy KM Cycle, The Wiig KM Cycle, An Integrated KM Cycle,
KNOWLEDGE CODIFICATION: Explicit Knowledge Codification, Cognitive Maps, Decision Trees, Knowledge Acquisition and Application Tools.

Module 4: (8 hours)

Knowledge sharing and communities of practice: The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools, Networking Technologies, Obstacles to Knowledge Sharing, Organizational Learning and Social Capital, How to Provide Incentives for Knowledge Sharing

Module 5: (8 hours)

Knowledge application: Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application
The role of organizational culture: Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals, Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models, KM Maturity Models, CoP Maturity Models,

Module 6:**(8 hours)**

Km strategy and metrics: Knowledge Management Strategy, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.

Module 7:**(8 hours)**

The km team & learning organizations: learning organization: The mystique of learning organization, learning and change, RICE Model. Major Categories of KM Roles, Senior Management Roles, KM Roles and Responsibilities within Organizations, the KM Profession. ETHICAL, LEGAL AND MANAGERIAL ISSUES.

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Knowledge Management, Ratnaja Gogula, ICFAI University Press, 2002, ISBN: 8178810026, 9788178810027
- Handbook on knowledge management, Holsapple, Springer Verlag, 2003, ISBN 978-3-540-24746-3
- Knowledge Management: Systems And Processes, Fernandez Irma Becerra, Sabherwal Rajiv, Prentice Hall India.

CONFLICT AND NEGOTIATION MANAGEMENT

Subject Code : 14MBA HR306 IA Marks : 50
No. of Lecture Hours / Week : 04 Exam Hours : 03

Total Number of Lecture Hours : 56
Practical Component : 01 Hour / Week

Exam Marks : 100

Objectives:

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

Module 1 (8 Hours)

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

Module 2 (8 Hours)

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

Module 3 (10 Hours)

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

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

Module 4 (6 Hours)

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

Module 5 (8 Hours)

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

Module 6 (8 Hours)

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

Module 7

(8 Hours)

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

Practical Components

- Survey the conflict resolution techniques adopted by individuals based on individual personality types.
- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

RECOMMENDED BOOKS:

- Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
- Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075.
- Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011.
- Handling Conflict and Negotiation, Manchester Open Learning, illustrated edition, Kogan Page, 1993, ISBN 0749411406, 9780749411404

REFERENCE BOOKS:

- Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
- Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
- Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

SEMESTER IV

Marketing Management

SALES MANAGEMENT

Subject Code	: 14MBA MM407	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03

Total Number of Lecture Hours : 56 Exam Marks : 100
Practical Component : 01 Hour / Week

Objectives:

- To provide an understanding of the concepts, techniques and approaches required for effective decision making in the areas of Sales Management.
- To emphasize on the practicing manager's problems and dilemmas.
- To develop skills critical for generating, evaluating and selecting sales strategies.

Module 1: (8 hours)

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

Module 2: (6 hours)

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

Module 3: (6 hours)

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

Module 4: (8 hours)

Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.

Module 5: (6 hours)

Sales management job: Standard sales management process-international sales management - international market selection-market survey approach or strategy - case study in Indian context.

Module 6: (8 hours)

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

Module 7: (8 hours)

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

Case Studies in Sales Management (6hours)

Practical component:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is : how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

INTEGRATED MARKETING COMMUNICATIONS

Subject Code	: 14MBA MM408	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objective:

- The general purpose is to build a comprehensive framework that fully integrates the various aspects of managerial decision making related to marketing communications strategy and tactics.
- This course provides an integrative approach to the study of the promotion mix, including advertising, publicity, personal selling, and sales promotion.
- This course aims at increasing one's knowledge in emerging trends in advertising in global environment

Module 1:

(8 Hours)

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

Module 2:

(7 Hours)

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

Module 3:

(6Hours)

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

Module 4:

(8 Hours)

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

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

Module 5:

(8 Hours)

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

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

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

Module 6:

(7 Hours)

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

Module 7:

(12 Hours)

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

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

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

Case studies in Indian context only

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

E-MARKETING

Subject Code	: 14MBA MM409	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To understand the important concepts related to e-marketing

- To learn the use of different electronic media for constructing marketing activities.
- To introduce to the students the current tools in e-marketing space

Module 1: (8 Hours)

Introduction to E-Marketing: Landscape – Past – Today – Future – Internet Marketing Paradigm – Internet Infrastructure Stack
 Business Models & Strategies: Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models – Performance Metrics – The Balanced Scorecard

Module 2: (8 Hours)

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

Module 3: (8 Hours)

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

Module 4: (8 Hours)

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

Module 5: (8 Hours)

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

Module 6: (8 Hours)

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

Module 7: (8 Hours)

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

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

Practical Component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

STRATEGIC BRAND MANAGEMENT

Subject Code	: 14MBA MM410	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To help the students appreciate the relationship between corporate strategy and Brand Management.
- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
- To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Module 1: (8 Hours)**Introduction to the concept of Brand Management:**

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

Branding- Meaning, Creation of Brands through goods, services, people, Organisation, 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 (Case study)

Module 2: (8 Hours)**Customer Based Brand Equity:**

Customer Based Brand Equity-Meaning, Model of CBBE

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

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

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

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

Module 3: (8 Hours)**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: (6 Hours)**Measuring & Interpreting brand performance:**

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

Module 5: (8 Hours)

Measuring Brand Equity:

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 6: (8 Hours)

Designing and sustaining branding strategies:

Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands over time. 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.

Module 7: (8 Hours)

Making Brands go Global:

Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, 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.

Case studies (2 Hours)

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

READINGS:

- Catry, B.(2003).The great pretenders: The magic of prestige goods, Business strategy review, 14(3), 10-17.
- Bastein Vincent, Kapferer Jean-Noel, 2009.
- The Luxury Strategy: Break the Rules of Marketing to build the Luxury Brand, NY: Kogan Page-384 pages.

RECOMMENDED BOOK FOR CASE STUDY:

- Brand Management- Text and Cases- U C Mathur, 1/e, Macmillan.

RURAL MARKETING

Subject Code	: 14MBA MM411	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
 - To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3. To familiarize with the special problems related to sales in rural markets.

Module 1:

(8 Hours)

Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs,

infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

Module 2: (8 Hours)

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.

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: (8 Hours)

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

Rural Marketing of Consumer durables: Issues related to consumer durables in the 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: (9 Hours)

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

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

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

Module 5: (6 Hours)

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

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

Module 6: (12 Hours)

Distribution Strategy: Introduction Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public

Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural

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

Module 7:

(5 Hours)

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

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

Practical Components:

- Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
- Approaching the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets)
- Visit to a village and understand the market structure and also understand the functioning part of the rural markets
- Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)
- Students can do a survey on corporate farming and its effect on income of the rural farmer.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Rural Marketing – Mathur U. C, 1/e, Excel BOOKS.

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

INTERNATIONAL MARKETING MANAGEMENT

Subject Code	: 14MBA MM412	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To introduce students to the international marketing management process, design and theories
- To develop skills relating to the design of international marketing strategy.
- To familiarize the essential ingredients of developing international marketing strategy
- To provide basic knowledge about export – import business and countrywide implications

Module 1: (8 hours)

International Marketing – Definition and Scope – Reasons and Motivations – Global Vs Domestic Marketing – Concepts related to the management of international marketing function – World Trade and India’s foreign trade: an overview – Institutional framework for exports in India.

Module 2: (8 hours)

International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter’s Diamond Theory- Managerial Implications
Global marketing environment – cultural Environment Political and Legal Environment
Economic Environment.- Modes of entry in to foreign business

Module 3: (8 hours)

India’s Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments

Module 4: (8 hours)

International Product Policy and Planning – Pricing for exports and logistics – International Promotion: Advertising, other forms & Sales force – Selection of Channels and Distribution.

Module 5:**(8 hours)**

International Market selection – International Marketing Research – International marketing Planning and control.

Module 6:**(8 hours)**

International product decisions- International pricing decisions-International promotional decisions-Evaluation of international marketing performance- coordination of international marketing performance

Module 7:**(8 hours)**

International distribution strategy: International Channels – Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision – International Retailing – Role of Logistics

Practical Component:

- You are required to develop a comprehensive international Marketing plan in this group project. Form groups of 4 members and follow the steps discussed below.
- Pick a leading company-product combination of your choice.
- Decide upon a country where your company-product combination will be marketed. The country selection decision would involve making a non-trivial comparison of the international marketing opportunities in at least two (or more) countries of the world where the chosen company currently does not have operations.
- Select the best method of entry for doing business in this country and decide on the relevant market segments to target in the selected country and overall marketing approach.
- Finally, develop a comprehensive international marketing plan and discuss upon decisions related to the 4Ps of marketing.
- Review detailed guidelines for developing an international marketing plan
- Analyse international marketing environment to understand opportunities and threats that a company underlying the behaviors of international consumers and business associates.
- Conduct international marketing research to generate information on consumers, competitors and other aspects of the international marketing environment.
- Select countries for international expansion and an appropriate method of entry for international markets ranging from indirect export to joint venture to foreign direct investment.
- Market segmentation, targeting, and positioning strategy for international markets
- Collect data to study globalization versus adaptation of marketing mix for international markets including product, pricing, distribution and promotion decisions.
- Dealing with international associates, employees and partners including topics such as international business negotiations, personal management etc.

RECOMMENDED BOOKS:

- International marketing Management – An Indian Perspective, Varshney and Bhattacharya, Sultan Chand & Sons, New Delhi.

- Global Marketing Management, Keegan, Prentice Hall of India, New Delhi.
- International Marketing, Philip Cateora and John Graham, Tata Mc Graw Hill, New Delhi.
- Export Management, D.C.Kapoor, Vikas Publishing House, New Delhi.

REFERENCE BOOKS:

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

Finance Specialisation

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Subject Code	: 14MBA FM407	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To facilitate understanding of corporate merger and acquisition activity and restructurings
- To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.
- To compare and contrast the various forms of corporate restructuring.
- To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition.
- To assess human and cultural aspects of M&A's.

Module 1: (8 Hours)

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

Module 2: (5 Hours)

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's five forces model

Module 3: (9 Hours)

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and

incorporation of LLP-De merger- strategic alliance- buyback of shares-employee stock ownership plans (ESOP)

Module 4: (7 Hours)

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

Process of merger integration – organizational and human aspects – managerial challenges of M & A

Module 5: (12 Hours)

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision

Synergies from M&A: Operating and Financial synergy

Accounting for amalgamation –amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956

Module 6: (7 Hours)

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

Module 7: (8 Hours)

Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI)- CCI Procedure in Regard to the transactions of Business Relating to combination of Regulations 2011- Scheme of Merger/Amalgamation-essential features of the scheme of amalgamation-Approvals for the scheme-Step wise procedure- Acquisitions/Takeovers- Listing agreement-The SEBI Substantial Acquisition of Shares and Takeover code.

Practical component:

Pick up any latest M&A deal. Generate the details of the deal and then study the deal in the light of the following.

- Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
- Synergies likely to emerge to the combining and the combined firm(s) from the deal
- The valuation for the merger
- The basis for exchange rate determination

RECOMMENDED BOOKS:

- Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
- Corporate Finance-Theory And Practice – Aswath Damodaran – John Wiley & Sons.
- Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.
- Advanced Accounts Vol. 2 – Shukla & Grewal, S.Chand & Sons.

- Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press, 2011.

REFERENCE BOOKS:

- Value Creation from Mergers And Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
- Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
- Mergers, Ramanujam et al, TMH, 2003.
- Handbook of International Mergers & Acquisitions, Gerard Picot, Palgrave Publishers Ltd.
- Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House, 2011.
- Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
- Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

RISK MANAGEMENT AND INSURANCE

Subject Code	: 14MBA FM408	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To provide an understanding of risk and methods of handling risk
- To provide an understanding of the risk identification and measurement
- To comprehend insurance contracts such as health insurance, fire insurance, marine and health insurance and life insurance
- To provide an understanding of the management of insurance companies

Module 1:

(8 Hours)

Introduction to Risk Management: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk
Risk Management-Risk Management Process-Identification Loss exposures-Analyzing Loss exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique-Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations-Risk Management objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare.

Module 2:**(6 Hours)**

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

Module 3:**(8 Hours)**

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

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

Module 4:**(8 Hours)****Introduction to Insurance**

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

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

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

Module 5:**(8 Hours)****Life Insurance**

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

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

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

Module 6:**(10 Hours)**

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

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.

Module 7:

(8 Hours)

Management of Insurance Companies

Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers.

Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in non-life Insurance.

Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance.

Insurance Pricing-Insurance Cost and Fair Premiums, Expected Claim Costs, Investment Income and the timing of claims Payments, Administrative Costs, Profit Loading, Capital Shocks and Underwriting Cycles, Price Regulation.

Insurance Marketing: Marketing of Insurance Products, Critical Success factors for Insurance Players, Marketing Strategies in India.

Practical Component

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

RECOMMENDED BOOKS

- “Risk Management and Insurance”, Scott E. Harrington, Gregory R Niehaus, (2007), Second Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
- “Introduction to Risk Management and Insurance”, Dorfman, Mark S., (2008), 10th Edition, Prentice Hall India, New Delhi.
- “Principles of Risk Management and Insurance”, George E Rejda, (2009), Twelfth Edition, Pearson, New Delhi.
- “Insurance and Risk Management”, P.K. Gupta, (2010), First Edition, Himalaya Publishing House, Mumbai.
- Principles and Practice of Insurance”, P. Periasamy, (2009), Second Edition, Himalaya Publishing House, Mumbai.
- “Risk Management-Insurance and Derivatives”, G. Kotreshwar, (2011), First Edition, Himalaya Publishing House, Mumbai.

REFERENCE BOOKS:

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

TAX MANAGEMENT

Subject Code	: 14MBA FM409	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To develop a thorough, critical understanding of the central concepts in the law of income tax, including the capital gains provisions, and fringe benefits tax
- To enable students to develop experience in identifying tax issues and applying the income tax law to arrive at reasoned solutions to problems.
- To develop ability to calculate taxable income of individuals, partnerships and companies
- To familiarize the students with CST and VAT

Module 1: (7 Hours)

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

Module 2: (8 Hours)

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

Module 3: (10 Hours)

Income under the head Profit and Gains of Business or Professions and its computation- basis- 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: (8 Hours)
Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory & problems), deductions from capital gains.

Module 5: (6 Hours)
Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes.

Module 6: (7 Hours)
Computation of tax liability of a firm and partners.

Module 7: (10 Hours)
Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax.

Central Excise Act, Customs Act and Central Sales Tax and VAT: objectives and important provisions of the acts. (Theory only)

Practical Components:

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

RECOMMENDED BOOKS:

- Direct Taxes – Vinod Singhania and Kapil Singhania, Taxmann Publications.
- Indirect Taxes – V S Datey, Taxman Publications.

REFERENCE BOOKS:

- Students Guide to Income Tax – Vinod Singhania, Taxman Publications.
- Direct Tax – Mehrotra, Sahitya Bhavan.
- Students Guide to Income Tax – Manoharan T. N, Snow White.
- How to deal with VAT- Kul Bushan, 1/e, Pearson Education/PHI, 2004.
- Direct Taxation – Meena Goyal, Biztantra publication,

INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code	: 14MBA FM410	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives

- To provide an understanding the international economic and financial environment.

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

Module 1: (6 Hours)

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

Module 2: (8 Hours)

International flow of funds and International Monetary system:-

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

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

Module 3: (8 Hours)

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

Module 4: (8 Hours)

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

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

Module 5: (8 Hours)

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

Module 6: (8 Hours)

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

Module 7:

(10 Hours)

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

International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

Practical Component:

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

RECOMMENDED BOOKS:

- International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
- Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
- International Financial Management - Jeff Madura, Cengage Learning 2008.
- International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
- Multinational Financial Management–Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.
- International Financial Management – Madhu Vij, Excel BOOKS, 2010.

REFERENCE BOOKS:

- International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
- International Finance – Imad Moosa, 3/e, Tata McGraw Hill, 2011.
- International Finance – Shailaja G, 2/e, University Press, 2011.
- International Financial Management – Apte P. G, 6/e, TMH, 2011.
- International Finance – Maurice Levi, 5/e, Routledge, 2009.
- International Financial Management – Jain, Peyrard & Yadav, Macmillan 2010.
- International Finance – Thomas O’Brien, Oxford University Press, 2010.

FINANCIAL DERIVATIVES

Subject Code	: 14MBA FM411	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To describe the characteristics of the relevant financial derivative instruments
- To explain how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications
- Explain the use of options and futures contracts for tactical portfolio strategies purpose
- To provide an understanding of pricing financial derivatives, including familiarity with some central techniques, like the binomial model, and the Black-Scholes model
- To explain the fundamentals of credit risk management and Value at Risk

Module 1:**(4 Hours)**

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

Module 2:**(10 Hours)**

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

Module 3:**(8 Hours)**

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

Module 4:**(12 Hours)**

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

Module 5:**(7 Hours)**

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

Module 6:**(7 Hours)**

Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives.

Module 7:**(8 Hours)**

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

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

Practical Components:

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

RECOMMENDED BOOKS:

- Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
- Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010
- Options & Futures- Vohra & Bagri, 2/e, TMH
- Derivatives- Valuation & Risk Management - Dubofsky & Miller, Oxford University Press, 2005.
- Financial Derivatives- Bishnupriya Mishra and Sathya Swaroop Debashish, Excel BOOKS, 2007.

REFERENCE BOOKS:

- Derivatives, Principles and Practice, Sundaram & Das, Mc Graw Hill, 2013
- Risk Management & Insurance – Harrington & Niehaus, 2/e, TMH.
- Risk Management, Vaijanath Babshetti & Prakash B. Yaragol, 1st edition, Kalyani Publishers, 2014.
- Risk Management & Derivative – Shulz, Cengage Learning.
- Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
- Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning, 2008.
- Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008
- International Risk & Insurance –Skipper, TMH.
- Options & Futures –Edwards & Ma, 1/e, McGraw Hill.
- Derivatives & Financial Innovations - Bansal, TMH.
- Credit Risk Management - Andrew Fight, 1/e, Elsevier.
- Financial Derivatives –Kumar S. S. S, PHI, 2007.
- Risk Management – Kotreshwar, HPH.
- Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2011.
- Risk Management and Insurance, Treishumann, James S., 12/e, Cengage Learning.
- Risk Accounting & Risk Management for Accountants – Chorafas D, 1/e, Elsevier.

CORPORATE VALUATION

Subject Code	: 14MBA FM412	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

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

Module 1: (6 Hours)

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

Module 2: (12 Hours)

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

Module 3: (10 Hours)

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

Module 4: (6 Hours)

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

Module 5: (8 Hours)

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

Module 6: (7 Hours)

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

Module 7:

(7 Hours)

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

Practical Component:

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

RECOMMENDED BOOKS

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

REFERENCE BOOKS

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

Human Resource Management

PUBLIC RELATIONS

Subject Code	: 14MBA HR407	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objective:

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

Module 1:**(8 Hours)**

What is Public Relation? – Proactive and Reactive Approaches – Public Relations Process – Behavioural Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – When communications is not enough – 20 great truths about Public Relations

Module 2:**(8 Hours)**

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

Module 3:**(8 Hours)**

Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media

Rules of Effective Employee Relations. Frontline supervisors as the key communicators

Case: Investing in Employees Pays Off (CJSS)

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

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

Case: Maintaining Employee Relationship in a Tragedy (LLHT)

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

Module 4:**(8 Hours)**

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

Case: Community Relationships Maintained During Hospital Closing (CJSS)

Module 5:**(8 Hours)**

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

Case: Fatal Tiger Attack at San Francisco Zoo (LLHT)

Case: There's a Syringe in My Pepsi Can (CJSS)

Module 6:**(8 Hours)**

Issues in Public Relations – public relations challenges –Types of Issues - Target audiences- Public Service as Preventive Public Relations – Special Interests – Importance of Compromise – Issue Anticipation – Scenario Technique

Case: Take your choice – Tobacco or Health (CJSS)

Module 7:**(8 Hours)**

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

Case: Bhopal – A Nightmare for Union Carbide (CJSS)

Case: Sir Ganga Ram Hospital – Disaster management Plan (IS)

Pedagogy: Lecture+ Case Studies + Seminars. Faculty should bring latest issues concerning public relations in class discussions.

Practical Component:

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

RECOMMENDED BOOKS

- “Public Relations – The Profession and Practice”, Lattimore, Laskin, Heiman & Toth, third edition, Tata McGraw Hill, 2012 (LLHT)
- “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
- Public Relations - Paul Baines, John Egan, Frank Jefkins, Routledge, 3rd edition, 2007, ISBN - 1136370773, 9781136370779
- Public Relations: Concepts, Practice and Critique, Jacquie L'Etang, SAGE, 2007, ISBN - 1446234878, 9781446234877
- Public Management – Organizations, Governance and Performance, Laurence J. O' Toole Jr, Kenneth J Meier, 1st edition, Cambridge Publications, 2011.

REFERENCE BOOKS:

- Public Relations – Principles and Practices, Iqbal Sachdeva, 1st edition, Oxford University Press, 2009 (IS).
- Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004, ISBN - 1135606080, 9781135606084
- Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003, ISBN - 0749440724, 9780749440725
- An Overview of the Public Relations Function - Shannon A. Bowen, Reprint Edition, Business Expert Press, 2010, ISBN - 1606491008, 9781606491003
- Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

WORKPLACE ETHICS AND VALUE SYSTEMS

Subject Code	: 14MBA HR408	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To make students understand the meaning of good ethics, doing things right and the obstacles to making good ethical decisions
- To enable students to identify and critically assess the principles and values they personally embrace and use in addressing the ethical issues which arise in their working lives.
- To acquaint students with some of the major kinds of ethical problems encountered while performing work assignments and some possible ways of responding to them.

Module 1: (8 Hours)

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

Module 2: (8 Hours)

Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviours. Different unethical behaviours. Measures to control unethical behaviours. Rewarding ethical behaviour

Module 3: (10 Hours)

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

Module 4: (8 Hours)

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

Module 5: (8 Hours)

Teamwork in the Workplace & Ethics: Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics.

Module 6:**(8 Hours)**

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

Module 7:**(6 Hours)**

Ethics, Discrimination and Harassment at Workplace: Discrimination, sexual harassment, Creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan – Supreme Court directions, Compulsory workplace guidelines.

Practical Components:

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

RECOMMENDED TEXT BOOKS:

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

REFERENCE BOOKS:

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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	: 14MBA HR409	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- Critically analyse the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations
- Compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.
- Apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments.
- Critically evaluate the effects of different Human Resource and International Industrial Relations strategies adopted by multinational international organisations operating in various regions of the world.

Module 1:

(10 Hours)

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

Module 2:

(7 Hours)

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

Module 3:

(10 Hours)

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

Module 4: (7 Hours)

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

Module 5: (6 Hours)

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

Module 6: (10 Hours)

International Compensation and International Employment Laws: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation.

Module 7: (6 Hours)

International Workforce and International HRIS: Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Practical Component:

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

RECOMMENDED BOOKS:

- International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
- International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

- Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e.
- Strategic International Human Resource Management: Choices and Consequences in Multinational People Management - Stephen J. Perkins, Susan M. Shortland - Kogan Page Publishers, 2006.
- Strategic Human Resource Management, Schuler, 2/e, Wiley, ISBN: 9788126515899.

REFERENCE BOOKS:

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

ORGANISATION CHANGE AND DEVELOPMENT

Subject Code	: 14MBA HR410	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.
- To understand the various components and constraints involved in Change management.
- To give the knowledge of various tools & techniques for Organization Development to students.
- To understand different OD interventions and help students explore the different approaches and techniques involved in OD.

Module 1:

(8 Hours)

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

Module 2:

(8 Hours)

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

Module 3:**(8 Hours)**

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

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

Module 4:**(8 Hours)**

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

Module 5:**(8 Hours)**

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

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

Module 6:**(8 Hours)**

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

Module 7:**(8 Hours)**

The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. **OD Consultant's role,** issues in consultant-client relationship, Power, Politics & OD, Research on OD.

Teaching Methods:

Lectures, Management Games, Exercises, Assignments, Discussions, Case study, Seminars, Role Play & Process lab.

Labs:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.

- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.

RECOMMENDED BOOKS:

- Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, cengage Learning.
- Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
- Organization Change and Development, Kavith Singh, Excel BOOKS.

REFERENCE BOOKS:

- Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed.
- Management of Organizational Change – K Harigopal – Response BOOKS, 2001
- Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

STRATEGIC TALENT MANAGEMENT

Subject Code	: 14MBA HR411	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.
- To develop a conceptual understanding of the management of talents in the competitive environment.
- To understand how important is to develop and retain the best talents in the industry.
- To understand the concepts of competency and its usage in evaluating a person's work
- To get an idea about different tools in identifying required competencies in a person.

Module 1:

(10 hours)

Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, **Talent Management System** - Components and benefits of Talent Management System; creating TMS, challenges of TMS, **Building blocks of talents management:** competencies - performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

Module 2:**(8 hours)**

Talent Planning - Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning,

Module 3:**(6 hours)**

Developing and Retaining Talent - Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system

Module 4:**(6 hours)**

Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.

Module 5:**(10 hours)**

Methodology of competency mapping : competency model development, competency models, people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, competency based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.

Module 6:**(6 hours)**

Measuring Performance: background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement.

Module 7:**(10 hours)**

Assessment and Development Centre : concepts, importance and uses of assessments centre in selecting employees, difference between assessment and development centre, assessment centre approach to competence building, profile of the assessors, steps in assessment centre, designing the assessment centre. **Assessment techniques at a glance:** Management games, in basket exercises, role plays, written exercises, job simulations, individual presentations, psychometric tests, interviews; documentation in atypical assessment centre; preparation of assessment centre report.

Teaching Methods:

Lectures, Management Games, Exercises, Assignments, Discussions, Case study, Seminars, Role Play & Process lab.

Lab:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on "How to have/ evaluate the performance of the MBA students"
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Presentation by students about the competency directory profiling of various positions.

RECOMMENDED BOOKS:

- The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
- Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
- A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
- Competency mapping, Assessment and Growth - Naik G.P, IHRM, 2010.

REFERENCE BOOKS:

- The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
- Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
- Performance Management - Herman Aguinis, Pearson Education, 2007.
- Performance Management, Rao, Wiley, ISBN: 9789350042892.

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Subject Code	: 14MBA HR412	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To identify the student strengths and weaknesses as individual, as a member of a group/ organisation using personality typing.
- To enhance one's own self awareness and to understand the concepts of Neuro-Linguistic Programming (NLP), Resilience & Locus of control.
- Equip him/her with the skill and competence to apply positive psychology principles in a range of environments to increase individual and collective wellbeing
- To explore feelings and behaviour using the TA model so as to discover the inner springs of one's behaviour system.

Module 1:**(10 hours)**

Personal: Self awareness, Role, Role efficacy, Role stress, NLP Test, Emotional Intelligence, Locus of control

Module 2:**(6 hours)**

Positive Cognitive States and Processes: Resilience- Developmental and clinical perspectives; Sources of resilience in children; Sources of resilience in adulthood and later life; Optimism- How optimism works; variation of optimism and pessimism; Spirituality and well-being;

Module 3:**(8 hours)**

Personal growth: Ego states, types of transactions and time structuring. Life position, scripts and games, Strokes and Stamps

Module 4:**(8 hours)**

Personal effectiveness-I: Understanding our Thinking Process , Managing our Internal Dialogue , Perceptual Positions for Assertiveness , Managing Conflicts , Creating Rapport , Powerful Persuasion Strategies.

Module 5:**(10 hours)**

Personal effectiveness-II: Personality theories, Personality Typing using Enneagram , Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, Seven Habits of Highly Effective People , Effective Life and Time Management , Spiritual Foundations of Personal Effectiveness

Module 6:**(8 hours)**

Interpersonal relations and personal growth: Interpersonal needs, motivation and behaviour- FIRO-B and Johari Window, Defense Mechanism in groups, T-Group, human process labs

Module 7:**(6 hours)**

Nurturing Relationships: Meaning of relationship, Changing concepts and roles in relationships, Relationship with self – Self concept, Self acceptance, self esteem, self confidence, Power of self talk. Relationship with others – Cultivating open communication, Adjustments, compromises, give and take, empathy& Prioritization.

Teaching Methods:

Lectures, Management Games, Exercises, Assignments, Discussions, Case study, Seminars, Role Play & Process lab.

Practical Componenets

- NLP Workshop for students.
- MBTI Workshop for students and can test their inner personality.
- Loco Inventory scale assessment on students and can test their personality traits with their performance in exams.
- Presentation by students on Resilience and can also test their resilience level.
- FIRO-B(interpersonal relationship orientation) assessment on students.

- Activity on JOHARI window and assessment of students individually and then in groups.
- A short trip to spiritual foundations for a talk about personal effectiveness.

RECOMMENDED BOOKS:

- Development of Management Skills - Whetten & Cameron, 8/e, PHI.
- Human Relations in organizations - Robert N. Lussier, 6/e, McGraw Hill Education.
- Understanding Organizational B - Udai Pareek, Oxford University Press, 3rd edition, 2012.
- Competency Mapping Assessment and Growth - Naik G. P, IIHRM, 2010.

REFERENCE BOOKS:

- Handbook of positive psychology. (eds.), Snyder, C.R. & Lopez, S.J. (2002), New York: Oxford University Press.
- Science: Achieving behavioral excellence for success, Singh, A. (2013). Behavioral. New Delhi: Wiley India Pvt. Ltd.
- Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
- Seven habits of highly effective people - Stephen R Covey, Pocket BOOKS.
- Training in interpersonal Skills- Stephen Robbins, Pearson Education.

**GUIDELINES FOR 10 WEEK INTERNSHIP / PROJECT WORK (14MBA48)
BETWEEN 3RD AND 4TH SEMESTER MBA**

OBJECTIVE

To expose the students to understand the working of the organization/ company / industry and take up an in-depth study of an issue / problem in the area of specialization.

STRUCTURE

The project work shall consist of two parts

Part - A - Corporate Exposure – Approximately 4 weeks 40% of the marks is allocated

Part - B - Study of an Issue / Problem Approximately 6 weeks 60% of the marks is allocated

GENERAL GUIDELINES

- The project work shall be for a period of 10 weeks immediately after the completion of 3rd Sem Examinations but before the commencement of the 4th semester classes
- The Subject code of the project work report shall be 14MBA48 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 3 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with an intimation to the Registrar (Evaluation)
- No two students of an institute shall work on the same problem in the same organization.

- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
 - The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size
 - All the reports shall be printed in the A4 size 1” margin on all the sides.
 - The report shall be hard bound facing sheet indicating the title of college and month & year of admission (spiral binding not permitted)
 - A certificate by the guide, HOD and Head of the institution indicating the **bonafide** performance of the project by the student to be enclosed.
 - An undertaking by the student to the effect that the work is independently carried out by him.
 - The certificate from the organization.
 - Acknowledgement
 - Executive Summary

Schedule to be followed before commencement of Internship

Activity	Time line	Remarks
<ul style="list-style-type: none"> • Identifying the organization • Problem identification 	First two weeks	Student individually identifies an organization and identifies problem for his/her study, according to his/her interest.
Problem statement	3 rd week	His/ Her interests are discussed with selected guides
Research Design	4 th week	Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	5 th and 6 th week	Preparation of Synopsis* incorporating the objectives
Presentation of Synopsis	7 th and 8 th week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: <ol style="list-style-type: none"> Approve Approve with modification or Reject for fresh synopsis
Approval Status	9 th and 10 th week	The approval status is submitted to HOD who will officially give concurrence for the execution of the internship

*Synopsis: It is a three page document or hard copy to be submitted to the HOD with the signatures of the Guide and the student.

Page 1	Title, Contact Address of student- with details of Internal and External Guide
Page 2	Short introduction with objectives and summary (300 words). Review of Articles / Literature about the topic with source of information
Page 3	Time Activity Chart

Schedule to be followed during Internship

Activity	Time Line	Remarks
Understanding Structure, Culture and functioning of the organization	First 2 weeks of Internship	Student should understand products/services and the problems of the organization.
Preparation of Research instrument for data collection	3 rd and 4 th week of Internship	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First Presentation)
Data collection	5 th and 6 th week of Internship	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)
Analysis and finalization of report	7 th and 8 th week of Internship	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use Statistical Package whose result should be shown in the report) (Third Presentation)
Submission of Report	9 th and 10 th of Internship	Final Report should be submitted to the University before one week of the commencement of theory examination

Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute drawn from VTU affiliated institute with minimum of 10 years of experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva – voce examination will be conducted by the respective HOD / Senior Professor of the

department and an expert drawn from the VTU affiliated institutes with minimum of 10 years of experience as appointed by the University.

- Internship (project) work carries 150 marks consisting of 50 marks for internal valuation by the internal guide, 50 marks for external evaluation and 50 marks for viva-voce examination.

Format of the internship report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides and 1.5 line spacing. The internship report shall not exceed 100 pages.

Submission of Report: Students should submit the Internship Report in electronic data form only, in **PDF** file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD's of their students along with a consolidated master list as per specialization containing USN, Name of the student, Title of the Report to Registrar (Evaluation) one week before the commencement of the Theory Examinations.

Publication of Research Findings: Students are expected to present their research findings in Seminars/Conferences/Technical/Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation of the project report.

Contents of the Internship (Project) Report

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution(scanned copy) indicating bonafide performance of internship by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary
- Chapter 1 : Introduction about the internship, Topic chosen for the study, Need for the study, Objectives of the study, Scope of the study, Methodology adopted . Literature review(latest), Limitations of the study
- Chapter 2: Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement
- Chapter 3: Theoretical background of the study : Elaborative information on the subject chosen for better understanding and usage in the analysis
- Chapter 4: Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.
- Chapter 5: Summary of findings, Conclusion and Suggestions / Recommendations
- Bibliography
- Annexure relevant to the project such as figures, graphs, photographs etc.,

Marks allocation for IV Semester Internship Report

Evaluation by Internal guide

SL. No	Aspects	Marks
1	First Presentation	05
2	Second Presentation	05
3	Third Presentation	10
4	Introduction and Methodology	05
5	Industry and Company Profile	05
6	Theoretical background of study	05
7	Data analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	05
	TOTAL	50

Evaluation by faculty member drawn from VTU institutions.

SL. No	Aspects	Marks
1	Introduction and methodology	10
2	Industry and Company Profile	05
3	Theoretical background of study	05
4	Data analysis and interpretation	20
5	Summary of findings, suggestions and conclusion	10
	TOTAL	50

Viva voce conducted by HOD and an Expert drawn from VTU.

SL. No	Aspects	Marks
1	Presentation skill	05
2	Communication skills	05
3	Subject knowledge	10
4	Objective of the study or methodology	10
5	Analysis using statistical tools and statistical packages	10
6	Findings and appropriate suggestions	10
	TOTAL	50

Formats for Internship (Project) Report and Evaluation

- Format of Cover Page
- Format of certificate by College/Institution
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

Internship Report on

(Title of the Report)

BY

(Student Name)

(USN)

Submitted to

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY,
BELGAUM**

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

**(Name)
(Designation)**

EXTERNAL GUIDE

**(Name)
(Designation)**

(Institute Logo)

**Department of MBA
(Institute Name with Address)**

(Batch)

CERTIFICATE

This is to certify that **(Name of the Student)** bearing USN (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Visvesvaraya Technological University, Belgaum. Internship report on “**(Title of Report)**” is prepared by him/her under the guidance of **(Name of the Guide)**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belgaum Karnataka.

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

I, **(Student Name)**, hereby declare that the Internship report entitled “(Title)” with reference to “(Organisation with place)” prepared by me under the guidance of (Guide Name) , faculty of M.B.A Department, (Institute name) and external assistance by **(External Guide Name, Designation and Organisation)**.

I also declare that this Internship work is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum.

I have undergone a summer project for a period of Twelve weeks. I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:
Date:

Signature of the student

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Chapter 2.Industry and Company profile.....(Page Number)

Chapter 3. Theoretical Background of the Study(Page Number)

Chapter .4 Data Analysis and interpretation.....(Page Number)

Chapter .5 Summary of Findings, suggestions and Conclusion.....(Page Number)

Bibliography

Annexure

LIST OF TABLES

Table No.	Particulars	Page Nos.
Table - 4.1	Table showing ABC Analysis	
Table – 4.2	Table showing FSN Analysis	
Table – 4.3	Table showing EOQ	
Table – 4.4	Table showing stock of Raw materials	

LIST OF FIGURES AND CHARTS

Chart No.	Particulars	Page Nos.
Chart - 4.1	Graph showing ABC Analysis	
Chart – 4.2	Graph showing FSN Analysis	
Chart – 4.3	Graph showing EOQ	
Chart – 4.4	Graph showing stock of Raw materials	

BIBLIOGRAPHY

BOOKS:

1. Name of the Author, Title of the Book, Name of the Publisher, Edition, year of Publication.

ARTICLES:

1. Name of the Author, Title of the article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (pp)

WEBLIOGRAPHY

1. Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL

• GUIDELINES FOR DETERMINATION OF INTERNAL ASSESSMENT MARKS (IA) (50 MARKS PER SUBJECT)

• IA MARKS CONSISTS OF 3 PARTS

I PART: SESSIONAL TESTS:

20 MARKS

- Three tests to be conducted, one each at the end of 4th week, 8th week and at the end of the term
- Maximum Duration: 90 Minutes; Maximum Marks: 50
- Questions to cover at-least two modules and mixed;
- Questions to be in the same pattern as main exam. i.e., two questions from Section A (3Marks), Section B (7 Marks) and Section C (10Marks) and One question from Section D (10 marks) or a combination of these
- To be answered in blue books only
- Average of BEST TWO (tests) is to be considered for IA and marks to be reduced to 20

II.PART: ASSIGNMENTS:

20 MARKS

- Questions from previous main exam, model Question paper drawn by the faculty, mini-projects, market surveys, field studies, organization studies, case studies, business plans, practical exercises/problems etc may be given, preferably before the 6th week of the term;
- To be submitted by the students at the end of the term for evaluation;
- Maximum Duration: 4-6 Weeks; Maximum Marks: 20
- To be submitted in blue books for record purpose;

III. PART SEMINARS:

10 MARKS

- To be arranged every week as part of the time table;
- Minimum duration: 30 minutes for every presentation followed by question and answer / clarification/ remarks/ feedback by faculty in charge

- I & II Semester classes - by group of two students; III & IV Semester classes –individual presentations;
- Hard copies to be collected for record purpose;
- Topics for seminars:
 - I Semester - Industry Analysis (one specific industry/service sector for each group)
 - II Semester – Company Analysis (one specific company for each group)
 - III Semester – Literature Review (one or a set of topics/ articles/cover stories from journals/books etc related to specialization area to be reviewed by each student)
 - IV Semester – Current Topics (one specific topic for each individual student, related to likely/proposed project work)

*** QUESTION PAPER PATTERN: BUNCHING (OF QUESTIONS) METHOD IS TO BE FOLLOWED:**

- a) **Section A** - Seven 3 Marks Questions - Students to Answer 4 out of 7 Questions
- b) **Section B** - Seven 7 Marks Questions - Students to Answer 4 out of 7 Questions
- c) **Section C** - Seven 10 Marks Questions - Students to Answer 4 out of 7 Questions
- d) **Section D** - 20 Marks - Compulsory - Questions to be based on Case Study/ Analytical / Quantitative / Practical Applications

* * * * *

Visvesvaraya Technological University
Internal Evaluation Mark Sheet for Internship Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	First Presentation	05
2	Second Presentation	05
3	Third Presentation	10
4	Introduction and Methodology	05
5	Industry and Company Profile	05
6	Theoretical background of study	05
7	Data analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	05
	TOTAL	50

Marks Sheet:

SL.No	USN	1	2	3	4	5	6	7	8	TOTAL
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Signature of the Guide with Date

Visvesvaraya Technological University
External Evaluation Mark Sheet for Internship Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Introduction and methodology	10
2	Industry and Company Profile	05
3	Theoretical background of study	05
4	Data analysis and interpretation	20
5	Summary of findings, suggestions and conclusion	10
	TOTAL	50

Marks Sheet:

SL.No	USN	1	2	3	4	5	6	7	8	TOTAL
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Signature of External Examiner with affiliation

**Visvesvaraya Technological University
Viva voce Mark Sheet for Internship Report**

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Presentation skill	05
2	Communication skills	05
3	Subject knowledge	10
4	Objective of the study or methodology	10
5	Analysis using statistical tools and statistical packages	10
6	Findings and appropriate suggestions	10
	TOTAL	50

Marks Sheet:

SL.No	USN	1	2	3	4	5	6	7	8	TOTAL
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Signature of External Examiner with affiliation

Signature of HOD