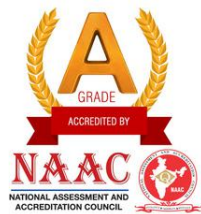




# GLOBAL ACADEMY OF TECHNOLOGY

Approved by AICTE, New Delhi, Recognised by Govt. of Karnataka  
Autonomous Institute under Visvesvaraya Technological University, Belgavi



DEPARTMENT OF MANAGEMENT STUDIES &  
RESEARCH CENTER

MASTER OF BUSINESS ADMINISTRATION

AUTONOMOUS PROGRAM

**Scheme and Syllabus 2020 - 22**

## About MBA@GAT

The Department of Management Studies and Research Centre (MBA@GAT) was established in 2004 with an objective to impart quality management education. It offers a two-year full time Master of Business Administration programme with dual and core specializations in the functional domains of Marketing, Finance and Human Resource Management. Innovative teaching and learning practices have been adopted to prepare the students to face the challenges in the corporate world. MBA@GAT aims at the holistic development of students with a focus on developing leadership skills and professional competency by incorporating soft skills training and academic opportunities through internships, industrial visits, expert lectures, group assignments / projects and individual projects.

## Vision Statement

To be recognised as a centre of excellence in management that contributes to the development of business and society.

### 1.1 MISSION STATEMENT

**M1:** Emphasize on value added and experiential programs to promote intellectual and professional development of students

**M2:** Uphold an entrepreneurial, agile, flexible and collaborative culture

**M3:** Nurture change maker professionals who are socially responsible and continuously employable

#### Core Values:

To develop and sustain the following values to provide the context for all our programmes and activities -

- Commitment,
- Responsiveness to Societal Needs,
- Creativity,
- Diversity with Synergy

## MBA Programme Educational Objectives

PEO1	To equip students with subject knowledge and expertise of managerial functions
PEO2	To empower students with application driven skills
PEO3	To nurture the spirit of innovation, creativity and entrepreneurship among students
PEO4	To develop effective communication, decision making and leadership skills among students
PEO5	To inculcate ethical qualities and a sense of social purpose among students

## **MBA Programme Outcomes**

On successful completion of the post graduate degree programme in **Master of Business Administration**, the graduates will be able to;

<b>PO 1</b>	<b>Apply knowledge of management theories and practices to solve business problems.</b>
<b>PO 2</b>	<b>Acquire analytical and critical thinking skills for data-based decision making.</b>
<b>PO 3</b>	<b>Incorporate the right attitude to develop value based leadership qualities</b>
<b>PO 4</b>	<b>Understand, analyse and communicate global, economic, legal and ethical aspects to incorporate diversity and multicultural perspectives when making business decisions</b>
<b>PO 5</b>	<b>Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</b>
<b>PO 6</b>	<b>Enhance the employability through continuous learning and professional development</b>
<b>PO 7</b>	<b>Develop an aptitude for creativity, innovation and entrepreneurship</b>

## **MBA Program Specific Outcomes (PSOs)**

<b>PSO 1</b>	<b>Develop the students into effective leaders and administrators ready to face the challenges of the corporate world</b>
<b>PSO 2</b>	<b>Equip students with professional skills of management and entrepreneurship to have sustainable career</b>
<b>PSO 3</b>	<b>Inculcate social, legal and ethical responsibilities among the students to become responsible citizens of the country</b>

## **List of Abbreviations**

<b>PCC</b>	<b>Professional Core Course</b>	<b>CBI</b>	<b>Contemporary Business Issues</b>
<b>PEC</b>	<b>Professional Elective Course</b>	<b>CE</b>	<b>Corporate Exposure</b>
<b>PRW</b>	<b>Project Work</b>	<b>SI</b>	<b>Summer Internship</b>
<b>SEM</b>	<b>Seminar</b>	<b>OS</b>	<b>Organisation Study</b>
<b>FM</b>	<b>Finance specialization</b>	<b>CCPE</b>	<b>Corporate Communications and Professional Ethics</b>
<b>MM</b>	<b>Marketing specialization</b>	<b>MNCC</b>	<b>Mandatory Non-Credit Course</b>
<b>HR</b>	<b>Human Resource Specialization</b>	<b>L</b>	<b>No. of Lecture hours per week.</b>
<b>CIE</b>	<b>Continuous Internal Evaluation</b>	<b>T</b>	<b>No. of Tutorial Hours per week</b>
<b>SEE</b>	<b>Semester End Examination</b>	<b>P</b>	<b>No. of Practical hours per week</b>

### MBA Programme Structure and Credits

Year	Semester	Particulars	Credits	Total /Sem	Total Credits
I	I	Professional Core Courses - 6	24	25	50
		Mandatory Non-credit Course - 1	0		
		Contemporary Business Issues (CBI)	01		
	II	Professional Core Courses - 6	24	25	
		Mandatory Non-credit Course - 2	0		
		Corporate Communications and Professional Ethics (CCPE)	01		
II	III	Professional Core Courses - 2	08	25	50
		Professional Elective Courses - 4	12		
		Corporate Exposure – Summer Internship/Organisation Study	04		
		Skill Development Programme - 1 (SDP - 1)	01		
	IV	Professional Core Course - 1	04	25	
		Professional Elective Courses - 4	12		
		Project Work	08		
		Skill Development Programme - 2 (SDP - 2)	01		
			<b>Total Credits</b>		<b>100</b>

### Programme Structure

<b>Total credits for PCCs</b>	<b>60</b>	<b>Total number of PCCs</b>	<b>15</b>
<b>Total credits for PECs</b>	<b>24</b>	<b>Total number of PECs</b>	<b>08</b>
<b>Total credits for Seminars / Skill Development Programmes</b>	<b>4</b>	<b>Number of Seminars / Skill Development Programmes</b>	<b>4</b>
<b>Total credits for Summer Internships</b>	<b>04</b>	<b>Number of summer internships</b>	<b>1</b>
<b>Total credits for Project Work</b>	<b>08</b>	<b>Number of projects</b>	<b>1</b>

## Programme Overview

- MBA program consists of 4 semesters.
- First and second semesters will have only **professional core courses (PCC)** The professional core courses are designed to address the basic concepts in the functional areas of management.
- The third and fourth semesters will introduce the students to their choice of specialization with **professional elective courses (PEC)**. Students have to mandatorily study the required PCCs and can choose the PECs from either a single functional discipline (core) or from two functional disciplines (dual) as their specialization. The students can choose 4 PECs from the 6 PECs offered to them in core and in the dual as specified. The courses will be offered in 3 areas of specialization viz., Financial Management, Marketing Management and Human Resources Management.
- The third and the fourth semesters will have a combination of PCCs and PECs. The third semester has 2 PCCs and 4 PECs while the fourth semester will have 1 PCC, 4 PECs and a project work (PRW).
- Each PCC has been allocated 4 credits while each PEC has been allocated 3 credits. Four credit courses are designed for 52 hours of teaching – learning process (1 credit is considered for 13 hours of teaching and learning) and three credit courses are designed for 39 hours of teaching – learning process.
- The four credits have 3 hours of theory component and 2 hours of practical component. The Practical / Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.
- Each course content stresses on the practical component in the form of case studies, quiz, debates on current issues, budget & stock market deliberations etc. which can be dealt in the class by the course instructor and student participation will be assessed and records for the same should be maintained for assessment. The practical component also includes interaction of the students with the experts from industry, taking up mini projects, understand the problems or foresee what can be undertaken for the study in the form of research projects. For the practical component, it is mandatory to maintain a record. The practical component facilitates the students to;
  - a. Gain confidence in modelling of management systems.
  - b. Work on different software/s (tools) to simulate, analyse and authenticate the output to interpret and conclude.
  - c. Involve in case studies and field visits/ field work.
- All activities should enhance student's abilities to employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise etc
- Each course content has indicative case studies which has to be dealt in the class by the course instructor. In addition to this, the course instructor may use an extra case from Harvard / Insead Case Centre. The student cannot assume the same cases will be part of the SEE question paper.
- 20% of marks should be allocated for application oriented questions in the Semester End Examination (SEE) question paper based on practical component.
- One **industrial visit per semester is mandatory**. The department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- It is mandatory for students and course instructors to involve either individually or in groups to interact together to enhance the learning and application skills.
- **Contemporary Business Issues (CBI)** is a mandatory seminar component with one credit for students in the first semester.

- **Corporate Communications and Professional Ethics (CCPE)** is a mandatory seminar component with one credit in the second semester. It is a hands-on communication skill based course which includes developing professional ethics in students as well.
- **Corporate Exposure (CE)** is a mandatory internship which includes an organisational study to be carried out by students for four weeks after second semester during vacation and before the commencement of the third semester under the supervision of an internal supervisor and an external supervisor from the organisation where the student is carrying out the study. **Four credits** are allocated to this course.
- **Skill Development Programme (SDP)** is a mandatory seminar component with one credit for students in the third and fourth semesters respectively. The rationale behind this seminar component is to enhance the employability skills of the students.
- The first and the second semesters will have a **Mandatory Non-Credit Course (MNCC)** which comprises of 'Business English - 1' and 'Business English - 2'. The main objective is to equip the business management students with the basics of English language and drive in a degree of proficiency amongst them for an easy transition into the corporate world.
- During the fourth semester, the students will take up a **project work (PRW)** for 6 weeks in the area of their specialization, wherein the student has to select an organization, conduct a research study and submit a report. The students have to present their study and attend the VIVAVOCE. It is mandatory for the student to present a paper in an international conference or publish a paper in an international journal indexed in SCOPUS or UGC-CARE (Atleast an acceptance of the paper from the journal would suffice). **8 credits** have been allocated for the project work.
- **Pedagogy:** This programme is based on blended learning which uses multiple pedagogies like interactive lectures, students' discussions, research articles, case studies, mini cases and board games.
- **Course Assessment and Evaluation:** The learning of the students will be assessed through their class participation in quiz programmes, case study discussions, debates seminars, tutorials, internal assessment tests and semester end examinations. The assessment and evaluation criteria indicates that a minimum 40% marks in CIE is mandated for qualifying for SEE while minimum of 44% marks is mandated for qualifying in SEE. Only credited courses will be considered for grading. The students should get minimum stipulated marks in the MNCC to be declared Pass and that the student has to pass the MNCC within the two years of his/her study for award of MBA degree.
- **CIE:** The CIE comprises of two components – two compulsory tests and an assignment. The two tests are compulsory as per the guidelines of the Institution wherein each test would be conducted for 50 marks which will be converted to 30 marks while the assignment component will be evaluated for 20 marks. The rubrics for the assignment will be as decided by the course instructor. The assessment pattern for all the 4 semesters is as shown in the table below;

Semester End Examination	50%
Continuous Internal Evaluation	
<ul style="list-style-type: none"> <li>• Internal Assessment Test (30%)</li> <li>• Assignment (20%)</li> </ul>	50%

- **SEE:**
  - a. The SEE Question paper Pattern comprises of two parts – Part A and Part B. The question paper is for 100 marks.
  - b. Part A comprises of 7 full questions (with 2 – 3 sub questions), each of 20 marks. The student is expected to answer any 4 full questions.

- c. Part B will be a compulsory question – case study for 20 marks. There can be 3 – 4 sub-questions.

CIE	SEE
50 marks	50 marks

The Assessment and Evaluation will be based on CIE and SEE. A Pass is required for award of degree

**- Seminar Component (CBI and CCPE)**

Every week, two topics from the exhaustive list will be made available for a batch of students from each section for the topic selection. The students for the presentation will be selected as per their roll numbers. The presentations would be conducted as per the allocated hour in the time table. The student needs to submit a report in the prescribed format for internal evaluation. At the end of the semester there will be a viva-voce examination conducted and evaluation of the students work will be done by the course instructor along with an external Examiner.

**EVALUATION RUBRICS**

Internal Evaluation – CIE	VIVA_VOCE Examination - SEE			Total Marks
<b>A</b> <b>50 marks</b>	<b>Internal (B)</b> <b>50 marks</b>	<b>External (C)</b> <b>50 marks</b>	<b>Average (B+C/2)</b> <b>50 marks</b>	<b>A+D</b> <b>100 marks</b>

Name of the Student: \_\_\_\_\_ Date \_\_\_\_\_

Name of the Evaluator: \_\_\_\_\_

CBI/ CCPE					
Parameters	Not Satisfactory 1	Average 2-4	Good 5-7	Excellent 8-10	Total Scores
<b>Knowledge and Content (Report)</b>					
Organization of presentation					
Background content					
Literature Review					
Contribution of work					
Knowledge of subject					
<b>Presentation Skills (VIVA-VOCE)</b>					
Organisation of Power-point slides					
Language Proficiency					
Body language / confidence levels					
Pace					
Q & A					
<b>Total Scores</b>					

**The written assignment of CCPE focusing on Professional Ethics will be evaluated as per the table given below;**

Criteria	Levels		
	Unacceptable	Acceptable	Exemplary
Students demonstrate an understanding of the essential points of major ethics theory and principles.	Students unable to explain the major differences between competing ethics theories (e.g., teleological vs. deontological theories)	Students show correct understanding of the different rationale and implications of ethics theories.	Students demonstrate ability to apply an understanding of explicit and implicit consequences of differing ethical principles in business setting.
Students demonstrate an understanding of the responsibility of business in society.	Students unable to explain the role of business in society. Students do not understand monetary role (profit maximization) of business in society.	Students identify and understand : direct stakeholders when explaining the role of business (treatment of employees, optimal firm value) in society. and indirect stakeholders when explaining the role of business (corporate citizenship, Stakeholders' view) in society.	Students apply an understanding of direct and indirect stakeholders when examining the role and responsibility of business in society.
Students demonstrate an understanding of ethical decision making.	Students do not recognize an ethical situation exists. Students use at most a single framework for assessing and evaluating an ethical situation.	Students explore only two frameworks for assessing and evaluating an ethical situation.	Students explore more than two frameworks for assessing and evaluating an ethical situation.
Students demonstrate moral development in ethical decision making.	Students show pre-conventional level of moral development (deferring to authority and satisfying their own needs).	Students show conventional level of moral development (stereotypical roles of people in society and how individual fits into social order)	Students show post-conventional level of moral development (morality based on "society as a whole" or "universal principles").
Students demonstrate an understanding of the responsibilities of a leader's role as it relates to ethics.	Students unable to explain the role leaders in organization's ethical conduct.	Students recognize leaders play some role in the organization's ethical conduct.	Students recognize organization leaders' actions and policies determine the ethical tone of the organization.



Students demonstrate an understanding of the roles of various corporate governance entities and policies as they relate to ethics.	Students unable to identify components of effective corporate governance.	Students recognize the organization's (code of conduct and ethical culture) and external entities (government and professional organizations via laws and professional codes of conduct) role in creating effective corporate governance.	Students apply appropriate organization and external entity roles (code of conduct, professional codes of conduct, laws and professional codes of conduct) when evaluating corporate governance.
Students demonstrate an understanding of the difference in ethics and morality in relation to cultural setting.	Students unable to understand culture-based relativism in ethical standards and practices.	Students recognize the impacts of cultural tradition on ethics definition and awareness in different countries and regions.	Students show a clear understanding of practical importance of different ethical norms in different cultures, yet recognize the potential danger of ethical relativism as well.

### Skill Development Programme (SDP)

The reports have to be submitted to the respective coordinators. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry.

#### EVALUATION RUBRICS

Internal Evaluation - CIE	VIVA_VOCE Examination - SEE			Total Marks
<b>A</b> 50 marks	<b>Internal (B)</b> 50 marks	<b>External (C)</b> 50 marks	<b>Average (B+C/2)</b> 50 marks	<b>A+D</b> 100 marks

Name of the Student: \_\_\_\_\_ Date \_\_\_\_\_

Name of the Evaluator: \_\_\_\_\_

<b>Skill Development Programme (SDP)</b>					
<b>Parameters</b>	<b>Not Satisfactory 1</b>	<b>Average 2-4</b>	<b>Good 5-7</b>	<b>Excellent 8-10</b>	<b>Total Scores</b>
<b>Knowledge and Content (Report)</b>					
Organization of presentation					
Background content					
Research					
Contribution of work					
Knowledge of subject					
<b>Presentation Skills (VIVA-VOCE)</b>					
Organisation of Power-point slides					
Language Proficiency					
Body language / confidence levels					
Pace					
Q & A					
<b>Total Scores</b>					

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**(Effective from Academic Year 2020 - 21)**

**I Semester**

Course Code	Title of the Course	Course Category	Contact Hours / week			Examination			Total Marks	Credits
			L	T	P	Duration (Hours)	CIE	SEE		
20MBAC11	Management and Organisational Behaviour	PCC	3	-	2	3	50	50	100	4
20MBAC12	Economics for Managers	PCC	3	-	2	3	50	50	100	4
20MBAC13	Financial Accounting	PCC	3	2	-	3	50	50	100	4
20MBAC14	Quantitative Techniques for Managers	PCC	3	2	-	3	50	50	100	4
20MBAC15	Marketing Management	PCC	3	-	2	3	50	50	100	4
20MBAC16	Strategic Management	PCC	3	-	2	3	50	50	100	4
20MBANC11	Business English - 1	MNCC	2	-	-	-	50	50	100	0
20MBAS11	Contemporary Business Issues (CBI)	SEM	-	-	2		50	50	100	1
<b>Total</b>			<b>20</b>	<b>04</b>	<b>10</b>		<b>400</b>	<b>400</b>	<b>800</b>	<b>25</b>

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<b>II Semester</b>										
<b>Course Code</b>	<b>Title of the Course</b>	<b>Course Category</b>	<b>Contact Hours / week</b>			<b>Examination</b>			<b>Total Marks</b>	<b>Credits</b>
			<b>L</b>	<b>T</b>	<b>P</b>	<b>Duration (Hours)</b>	<b>CIE</b>	<b>SEE</b>		
<b>20MBAC21</b>	<b>Production and Operations Management</b>	<b>PCC</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>4</b>
<b>20MBAC22</b>	<b>Financial Management</b>	<b>PCC</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>4</b>
<b>20MBAC23</b>	<b>Business Research Methods</b>	<b>PCC</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>4</b>
<b>20MBAC24</b>	<b>Legal and Business Environment</b>	<b>PCC</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>4</b>
<b>20MBAC25</b>	<b>Human Capital Management</b>	<b>PCC</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>4</b>
<b>20MBAC26</b>	<b>Entrepreneurship Development</b>	<b>PCC</b>	<b>3</b>	<b>-</b>	<b>2</b>	<b>3</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>4</b>
<b>20MBANC21</b>	<b>Business English - 2</b>	<b>MNCC</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>0</b>
<b>20MBAS21</b>	<b>Corporate Communications and Professional Ethics (CCPE)</b>	<b>SEM</b>	<b>-</b>	<b>-</b>	<b>2</b>		<b>50</b>	<b>50</b>	<b>100</b>	<b>1</b>
<b>Total</b>			<b>20</b>	<b>04</b>	<b>10</b>		<b>400</b>	<b>400</b>	<b>800</b>	<b>25</b>

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<b>III Semester</b>										
Course Code	Title of the Course	Course Category	Contact Hours / week			Examination			Total Marks	Credits
			L	T	P	Duration (Hours)	CIE	SEE		
20MBAC31	Business Analytics	PCC	3	-	2	3	50	50	100	4
20MBAC32	Direct Taxation (DT)	PCC	3	2	-	3	50	50	100	4
20MBAXX301	Elective 1 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX302	Elective 2 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX303	Elective 3 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX304	Elective 4 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX305	Elective 5 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX306	Elective 6 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAOS31	Corporate Exposure	SI	-	-	-		50	50	100	4
20MBAS31	Skill Development Programme - 1	SEM	-	-	2		50	50	100	1
<b>Total</b>			<b>18</b>	<b>02</b>	<b>04</b>		<b>400</b>	<b>400</b>	<b>800</b>	<b>25</b>

### III SEMESTER

#### List of Professional Elective Courses (CORE)

Sl. No.	Marketing Management		Financial Management		Human Resource Management	
	Course Code	Title of the Course	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAMM301	Marketing Research (MR)	20MBAFM301	Investment Management (IM)	20MBAHR31	Recruitment & Selection (RS)
2	20MBAMM302	Services Marketing (SM)	20MBAFM302	Mergers, Acquisitions and Corporate Restructuring (MACR)	20MBAHR302	Contemporary Employee Relations (CER)
3	20MBAMM303	Rural and Agriculture Marketing (RAM)	20MBAFM303	Cost Management (CM)	20MBAHR303	Compensation Management and Reward System (CMRS)
4	20MBAMM304	Business to Business Marketing (B2BM)	20MBAFM304	Advanced Financial Management (AFM)	20MBAHR304	Organisation Structure, Process & Design (OSPD)
5	20MBAMM305	Sales Management (SM)	20MBAFM305	Principles and Practices of Banking (PPB)	20MBAHR305	Strategic Human Resource management (SHRM)
6	20MBAMM306	Retail Marketing (RM)	20MBAFM306	Corporate Valuation (CV)	20MBAHR306	Advanced Organisation Behaviour (AOB)

#### List of Professional Elective Courses (DUAL)

Sl. No	Financial Management and Marketing Management		Human Resource Management and Marketing Management	
	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAFM301	Investment Management (IM)	20MBAHR301	Recruitment & Selection (RS)
2	20MBAFM302	Mergers, Acquisitions and Corporate Restructuring (MACR)	20MBAHR302	Contemporary Employee Relations (CER)
3	20MBAMM301	Marketing Research (MR)	20MBAMM301	Marketing Research (MR)
4	20MBAMM302	Services Marketing (SM)	20MBAMM302	Services Marketing (SM)

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<b>IV Semester</b>										
Course Code	Title of the Course	Course Category	Contact Hours / week			Examination			Total Marks	Credits
			L	T	P	Duration (Hours)	CIE	SEE		
20MBAC41	Emerging Technologies in Management	PCC	3	-	2	3	50	50	100	4
20MBAXX401	Elective 1 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX402	Elective 2 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX403	Elective 3 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX404	Elective 4 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX405	Elective 5 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAXX406	Elective 6 (MM/FM/HRM)	PEC	3	-	-	3	50	50	100	3
20MBAPR41	Project Work	PRW	-	-	-		-	-	200	8
20MBAS41	Skill Development Programme - 2	SEM	-	-	2		50	50	100	1
<b>Total</b>			<b>15</b>	<b>00</b>	<b>04</b>		<b>400</b>	<b>400</b>	<b>800</b>	<b>25</b>

## IV SEMESTER

### List of Professional Elective Courses (CORE)

Sl. No.	Marketing Management		Financial Management		Human Resource Management	
	Course Code	Title of the Course	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAMM401	Digital Marketing (DM)	20MBAFM401	Indirect Taxation (ID)	20MBAHR401	International Human Resource Management (IHRM)
2	20MBAMM402	Marketing Analytics (MA)	20MBAFM402	Merchant Banking and Financial Services (MBFS)	20MBAHR402	HR Analytics (HRA)
3	20MBAMM403	Consumer Behaviour (CB)	20MBAFM403	Financial Derivatives (FD)	20MBAHR403	Organisational Leadership (OL)
4	20MBAMM404	Strategic Brand Management (SBM)	20MBAFM404	International Financial Management (IFM)	20MBAHR404	Performance Management & Competency Mapping (PMCM)
5	20MBAMM405	Integrated Marketing Communication (IMC)	20MBAFM405	Financial Analytics (FA)	20MBAHR405	Personal Growth and Interpersonal Effectiveness (PGIE)
6	20MBAMM406	International Marketing Management (IMM)	20MBAFM406	Risk Management and Insurance (RMI)	20MBAHR406	Workplace Ethics (WE)

### List of Professional Elective Courses (DUAL)

Sl. No	Financial Management and Marketing Management		Human Resource Management and Marketing Management	
	Course Code	Title of the Course	Course Code	Title of the Course
1	20MBAFM401	Indirect Taxation (ID)	20MBAHR401	International Human Resource Management (IHRM)
2	20MBAFM402	Merchant Banking and Financial Services (MBFS)	20MBAHR402	HR Analytics (HRA)
3	20MBAMM401	Digital Marketing (DM)	20MBAMM401	Digital Marketing (DM)
4	20MBAMM402	Marketing Analytics (MA)	20MBAMM402	Marketing Analytics (MA)



# **FIRST YEAR SYLLABUS**

## FIRST YEAR SYLLABUS

### Semester 1

### Management and Organisational Behaviour

Course Code	20MBAC11	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

#### Course Overview:

The primary objective of this course is to make students aware of the basic managerial functions. The systems concept for effectively managing the Organization by skilled managers at all levels are emphasized. The concepts related to better understanding of oneself leading to personal development with a focus on leadership and motivation are highlighted in the course.

#### Course Objectives:

- Develop an understanding of the integrated nature of business organisations and the environment in which they operate
- Inculcate the critical thinking skills for effective decision making
- Evaluate the importance of people management in Organisations to predict and manage human behaviour.

#### Course Contents

##### Module-1: Introduction to Management (8 Hours)

**Introduction:** Nature, Purpose and Functions, Levels and types of managers, Managerial roles and Skill Set, Management v/s Administration, Evolution of Management Theory: Ancient Theories, Systems and Contingency approaches, Managerial functions, and Roles, Social responsibility of managers and Managerial ethics, Recent trends in Management.

##### Module -2: Planning and Organizing (12 Hours)

**Planning:** Nature, Process, Objectives, MBO, Strategies, levels of strategies, Planning Premises.

**Decision-making:** Process, types of decisions and Techniques in decision-making.

**Organizing:** Formal and informal organizations, Types of Structure, virtual organizations, boundary less organizations. Principles of organizations-chain of command, span of control, decentralization, and empowerment.

**Controlling:** Importance, Process, types of control, factors influencing control effectiveness

##### Module-3: Dynamics of Organizational Behaviour (8 Hours)

Fundamental principles of OB, contributing disciplines, OB Model, Challenges and opportunities.

##### Module -4: Foundations of Individual Behaviour (12 Hours)

**Personality:** Formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

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

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

**Ability:** Intellectual abilities, Physical ability, the role of disabilities,

Team and Group: Team, Group Formation, Team vs group.

##### Module -5: Motivation and Leadership (12 Hours)

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

**Leadership:** Styles of leadership, Leadership Theories-trait theory, behavioral theories, managerial grid, situational theories.

**Stress Management:** Understanding Stress, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.

**Practical Component:**

Sl No	Topic
1	Analysing the difference between Administration (Government Organisation) and Management (Private Organisation).
2	Analysing recent trends in Flattening organization structures.
3	Team Building activity.
4	Self-Evaluation test on MBTI.
5	Evaluating the traits of leaders from various walks of Life and categorising them (Transformational/Charismatic)

**Assignment Component**

Sl. No.	Topic
1	Examine the Organisation Structure of Army (Indian Defence) with Private Companies.
2	Visit any branded retailer and present the Workflow model of that outlet.
3	Choose any two Organizations that have hired specially challenged and assess their abilities.
4	Appraise any two high impact Business Leaders.
5	Construct an exclusive Organisation structure to reach Dairy Products to South East Asian Market.

**Course Outcomes:** At the end of the Course, the Student will be able to;

<b>C01</b>	Understand the roles, skills & functions of management.
<b>C02</b>	Apply managerial skills for effective decision making.
<b>C03</b>	Analyze the concepts of OB to manage the behavior of people in organizations.
<b>C04</b>	Demonstrate individual abilities for personal and professional development
<b>C05</b>	Discuss recent trends in management and inclusive leadership practices.

**PO-CO MAPPING**

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X							X		
<b>C02</b>		X								
<b>C03</b>		X								
<b>C04</b>					X				X	
<b>C05</b>			X							X

**Recommended Books:**

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Management: Text and Cases-VSP Rao, Excel Books
3. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra,14<sup>th</sup> Edition, Pearson,2012.

**Reference books:**

1. Masters of Management Thought - Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.
2. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
3. Management and Organizational Behaviour - Laurie J Mullins, Pearson education.

<b>Semester 1</b>			
<b>Economics for Managers</b>			
<b>Course Code</b>	<b>20MBAC12</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-0-2)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview**

Students focus on the application of economic models and rationale choice to business decision making. Topics include an overview of managerial economics; demand and supply; costs of production and the organization of the firm; market structure and pricing and output decisions; game theory and pricing strategies; and the economics of information and the role of government in the marketplace.

**Course Objectives**

- Use Economic tools to explain the optimal allocation of resources within the firm.
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure.

**Course Contents****Module-1: Fundamental Principles of Managerial Economics (8 Hours)**

Nature, Scope, & Significance, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with functional domain of management

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories.(specific to management)

**Module-2 - Demand Analysis (10 Hours)**

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- types, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply.

Demand forecasting: Meaning & Significance, Methods of demand forecasting.**(Problems on demand elasticity, demand -supply equilibrium and demand forecasting)**

**Module-3: Production Analysis And Cost Concepts (12 Hours)**

Production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function



## Recommended Books

1. Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011
2. Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010.
3. Managerial Economics – R. Panneerselvam, P. Sivasankaran, P. Senthilkumar, Cengage, 2018.

## References

1. Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
3. Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.

Semester 1			
Financial Accounting			
Course Code	20MBAC13	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-2-0)	SEE Duration	3 Hours

**Course Description:** Accounting is the language in which the financial information is communicated in the world of business. Managers, irrespective of their functional areas will be either directly or indirectly exposed to the financial information and will have to use them in their decision-making. This course tries to familiarize students with the basics of financial accounting. The course describes the concepts of accounting, its principles, its standards and uses of the accounting information. Ultimately this course discusses preparation of income statement and balance sheet and financial statement analysis.

### Course Objectives:

- To familiarize the students the concepts, principles and the role of accounting in business
- To help them acquire analytical skills to interpret the financial health of an organization to aid fact-based decision making.

Course Contents
<b>Module 1: Overview of Business and Accounting (10 Hours)</b>
Introduction to Accounting, Importance of Accounting in the Information age, Users, Concepts and Conventions of Accounting, Accounting Equation. <b>(Theory &amp; Problems).</b>
<b>Module 2: Preparation of Books of Accounts (15 Hours)</b>
Journals, Ledgers, Three column cash book, Trial balance. Depreciation- Straight line and Written down Value Methods <b>(Theory &amp; Problems).</b>
<b>Module 3: Preparation of Financial Statements (14 Hours)</b>
Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts). Ratio Analysis. <b>(Theory &amp; Problems).</b>
<b>Module 4: Emerging Issues in Accounting (7 Hours)</b>
Human Resource Accounting, Forensic Accounting, Window dressing, Sustainability Reporting, Recognition of Revenue. <b>(Theory only).</b>
<b>Module 5: Accounting Standards &amp; IFRS (6 Hours)</b>
Accounting Standards: Importance, Objectives and basic understanding of Accounting Standards and IFRS: Nature and significance. <b>(Theory Only).</b>

### Assignment Components

Sl.No.	Topic
1	Collecting Annual reports of the companies and analysing the financial statements using different techniques and presenting the same in the class.
2	Analysing the companies' Financial statements and interpreting with the help of ratio's
3	Application of Accounting Standards and IFRS
4	Identify the sustainability report of a company and study the contents.

### Practical Components:

Sl.No.	Topic
1	Preparation of Final Accounts as per Companies Act 2013.
2	Analysis of Financial Statements with the help of Ratio's
3	Exposing the students to usage of accounting software's (Preferably Tally).
4	Discussing the importance of Accounting Standards and IFRS
5	Discuss the sustainability report of a company and study the contents.

### Course Outcomes

On the successful completion of the course, the student will be able to;

C01	Understand the fundamentals of financial accounting, the principles and concepts underlying them.
C02	Apply the knowledge of accounting principles.
C03	Developing the financial statement of sole trading concerns and companies.
C04	Interpretation of Emerging Issues in Accounting.
C05	Rule on Accounting Standards & IFRS

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
C01	X									
C02	X									
C03		X						X		
C04		X								
C05									X	

### 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.

## References Books

- Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
- Advanced Accountancy, RL Gupta & M. Radhaswamy, Sultan Chand Publications, 2002
- 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, Moduled Publishers, 2009.

<b>Semester 1</b>			
<b>Quantitative Techniques for Managers</b>			
<b>Course Code</b>	<b>20MBAC14</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-2-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

## Course Overview

Decisions made by managers are crucial to the success or failure of a business as it depends on data analysis and usage of proper statistical tools. This course introduces the students to the application of quantitative techniques in business decision-making. It will discuss from both conceptual and application perspective, basic statistical methods and operation research techniques widely used in business applications.

## Course Objectives

- Enable students to have a proper understanding of Statistical and Operations Research applications in Managerial decision making.
- To conceptualize business problems in statistical terms and enhances the application of data based decision making process.

<b>Course Contents</b>
<b>Module 1: Introduction to Statistics (06 Hours)</b>
Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode. Measures of dispersion: Range - Quartile Deviation - Standard Deviation - Variance - Coefficient of Variance - Comparison of various measures of Dispersion.
<b>Module 2: Probability Distribution (08 Hours)</b>
Concept of probability, Rules of probability, Bayes' theorem. Theoretical probability distributions: Binomial and Poisson Distribution.
<b>Module 3: Basic Concepts of Operations Research (14 Hours)</b>
Formulation of LPP, solution using Graphical method. Transportation problem: basic feasible solution using NWCM, LCM, and VAM (balanced) problems. Assignment Model: Hungarian method.
<b>Module 4: Time Series Analysis and Decision Analysis (12 Hours)</b>
<b>Time Series Analysis</b> - Objectives, Variations In Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method.



**Decision under uncertainty (Only Theory)** - Maximin & Minimax, Decision under Risk- Expected Value, Simple decision tree problems. Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases.

**Module 5: Game Theory and Simulation (12 Hours)**

**Game Theory** - Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle. Limitations of game theory.

**Simulation (Only Theory)** - Simulation: Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure and Application of Simulation. Monte-Carlo Method of Simulation. Applications of Simulation, Advantages of Simulation, Limitations of Simulation.

**Practical Component:**

Sl.No.	Topic
1.	Have a basic / practical understanding of MS Excel
2.	Learn and use statistical software for data analysis of real life problems

**Assignment:**

Sl.No.	Topic
1.	Problems to analyze the data using statistical tools like Mean, SD (Ex: Motivation, Stress etc)
2.	Problems on Time series / Game Theory / Formulation of LPP / Transportation and Assignment Problems

**Course Outcomes**

**At the end of the course, the student will be able to**

<b>C01</b>	Apply the statistical tools and techniques for managerial decision-making.
<b>C02</b>	Examine the significance of probability distribution in decision making
<b>C03</b>	Develop feasible and optimal solutions by applying the appropriate Operation research (OR) techniques for enhancing efficiency.
<b>C04</b>	Demonstrate the concepts of time series and their application in managerial decisions
<b>C05</b>	Discuss the applications of game theory and simulation techniques to take better decisions

**PO-CO MAPPING**

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	<b>X</b>									
<b>C02</b>		<b>X</b>								
<b>C03</b>		<b>X</b>						<b>X</b>		
<b>C04</b>		<b>X</b>								
<b>C05</b>		<b>X</b>						<b>X</b>		

**Recommended books:**

1. Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013, ISBN 978-9350-59336-3

- 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
- Business Statistics, Beri, GC , 3rd Ed. TMH. 2010.

#### Reference books:

- Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005
- Levin R.I., Rubin S. David, Statistics for Management, 7th Ed, Pearson, 2000.
- Gupta S.P, Statistical Methods, Sultan Chand & Sons.
- J. K Sharma, Business Statistics, 2nd Ed. Pearson, 2010.

Semester 1			
Marketing Management			
Course Code	20MBAC15	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

#### Course Overview:

This course enables the students to identify the market opportunities and develop an appropriate Strategy for identifying the new customers and retaining the existing customers by building profitable relationship through delivering superior customer value. The course emphasises on the emerging trends and a focus on conventional practices in the industry

#### COURSE OBJECTIVES

- To familiarise the students with the fundamental concepts of marketing and the emerging trends in marketing.
- They should understand the relevance of consumer buying behaviour and the relationship marketing in the current scenario.

Course Contents
<b>Module I: Introduction to Marketing (09 Hours)</b>
<b>Importance and Scope of Marketing;</b> Core marketing concepts; Marketing Mix, Segmentation, Targeting and Positioning, Marketing Research. Analysing the Marketing Environment, Ethics and social responsibilities, Marketing environment of India and the Marketing Challenges <b>Value Philosophy in Marketing</b> - Understanding the value philosophy, Meaning of value; Value Creation and Delivery; Value Delivery Process; Value Delivery and Upstream Marketing; Value Innovation; Co-creation of value
<b>Module 2: Consumer &amp; Business Markets (11 Hours)</b>
<b>Understanding consumer Behaviour:</b> Consumer decision making, Customer Relationship Marketing, Factors influencing Consumer Behaviour; Buying Decision Process; Theories of Consumer Decision Making. <b>Introduction to Organizational Buying:</b> Company Orientations; Marketing Realities; Integrated, Internal and Performance Marketing; Marketing Management Tasks.
<b>Module 3: Marketing Mix (12 Hours)</b>
<b>Product and Brand Strategy</b> - Product Levels; Classifying products; Product Range, Line, Mix; Product Lifecycles; New Product Development, New Service Development; Stages of Product Development; Adoption Process; Branding

**Pricing:** Pricing Environment; Consumer Psychology & Pricing; Pricing Philosophy; Setting Price; Price Adaptations; Initiating Price Changes; Responding to Competitors' Price Changes

**Place:** Developing Effective Distribution, Logistics and Retailing, Marketing channels and Value Networks; The role of Marketing channels; Channel Design Decisions; Channel Management Decisions; Channel Integration and Systems; Conflict; Cooperation and Competition; E-commerce, Retailing, Private Labels

**Promoting Value:** Marketing Communications; Communication Theory; Personal Influencers; Marketing Communications Mix; WOM, IMC, Cultural aspects of Marketing Communication; Advertising, Sales Promotion, Personal Selling, Direct Marketing; Public Relations; Account Management; Mix Selection; Media

#### **Module 4: Marketing Information Systems and Research (10 Hours)**

Use of Marketing Information Systems. Market research process. Role of market research in the decision making system.

#### **Module 5: Emerging Trends in marketing (08 Hours)**

Digital Marketing, Direct Marketing, Database Marketing, Customer Relationship Management (CRM), Social Media Marketing.

### **Assignment Components**

<b>Sl.No.</b>	<b>Topic</b>
1	Identify ways of collecting consumer data
2	Conduct a survey to analyse the consumer cognitive skills before, during and after purchase keeping in mind the principles of consumer behaviour
3	To analyse the basic strategies of packaging in the FMCG/Retail industry
4	To effectively using their skills in creating and enacting a commercial on brand communication.

### **Practical Components:**

<b>Sl.No.</b>	<b>Topic</b>
1	Students in a group of 4-5 should developed a poster on product mix for the company of their choice and present. This activity shall need 2 sessions for each group. In one session briefing can be done and in next presentations from selected groups can be made
2	Students in a group of 4-5 should develop a collage on promotion mix of a brand of their choice and present in class. This activity shall need 2 sessions for each group. In one session briefing can be done and in next presentations from selected groups can be made

### **Course Outcomes**

**At the end of the course, the student should be able to**

<b>C01</b>	Assess the role of marketing in business and society
<b>C02</b>	Acquire an understanding of the fundamental concepts and dynamic nature of marketing function
<b>C03</b>	Analyse the marketing strategies based on the marketing mix and STP concepts
<b>C04</b>	Examine the global nature of marketing issues in a changing technological landscape.
<b>C05</b>	Discuss the emerging trends in marketing

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO										
CO1	X									
CO2	X									
CO3		X								
CO4				X						
CO5				X				X		

### Recommended Books

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2015.
2. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan 2014
3. Marketing Research: Text And Cases - Rajendra Nargundkar, 4/e, Mc Graw Hill. ISBN: 9353163382 · 9789353163389. 2019
4. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2012.

### REFERENCE BOOKS:

1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014
2. Marketing Management- Karunakaran, HPH.
3. Marketing in India: Neelamegham, 4/e, Vikas publications.
4. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C.Carr, Mitch Griffin, Cengage Learning, 8/e, 2015.
5. Market Research and Applications – Naresh Malhotra, Pearson, 2019

Semester 1			
Strategic Management			
<b>Course Code</b>	<b>20MBAC16</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-0-2)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview

The course comprehends the basic business strategies to accomplish organizational goals. The business environmental factors are illustrated to facilitate strong strategic decision making and organizational excellence. In addition, special strategic business models are being emphasized to empower Strategic Business Units to perform effectively. The course covers various strategic concepts and business strategies which are required in the contemporary business scenario.

### Course objectives

- To enhance strategic knowledge relevant to current business scenario.
- To analyze various business environmental factors and understand the organizational effectiveness.
- To apply different strategic models to gain competitive advantage.

## Course Contents

### Module: 1 Introduction (08 Hours)

Nature of Strategic Management, Importance, relevance and Characteristics - Strategic Management Process- Relationship between a Companies' Strategy and its Business Model.

### Module: 2 Strategy Formulation (10 Hours)

Strategic vision statement- mission statement - Differentiation of Vision and Mission statement- formulation of goals – Strategic Objectives - long term objectives - short term objectives- SWOT Analysis – significance of SWOT - Balanced Score card. Porter's five forces model – Mckinsey's 7's model

### Module:3 Strategy Analysis (12 Hours)

Industrial analysis - factors are driving industrial changes and its impact -Value Chain Analysis – Benchmarking - Generic Competitive Strategies – Low cost provider Strategy - Differentiation Strategy - Best cost provider Strategy – Focused Strategy - Strategic Alliance and Collaborative Partnerships – Mergers and Acquisition Strategy - Outsourcing Strategy.

### Module: 4 Types of Strategy (12 Hours)

Analyzing a Company' s External Environment - PESTL Analysis – brief overview of Innovation, integration, Diversification, Turnaround Strategies – GE Nine Cell planning grid and BCG Matrix

### Module: 5 Strategy Implementation (10 Hours)

Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies. How corporate culture promotes implementation of strategy, strategic control system-types of control systems.

### Practical Component:

Sl No	Topic
1	Analysing competitive strategies of Indian and foreign MNC's
2	Evaluate success and failure of joint venture and strategic alliance strategies in recent times.
3	Apply PEST analysis and BCG matrix in healthcare sector.
4	Examine the organizational structure use to implement different business level strategies

### Assignment Component:

Sl No	Topic
1	Prepare a report on Turnaround strategies of any three sick organizations.
2	Discuss the latest strategic alliance and collaborative partnerships in education sector.
3	Apply porter's five force model for any five automobile companies.
4	Evaluate the Diversification strategies adopted by any five Indian organizations

### Course Outcomes

At the end of the Course, the Student will be able to:

C01	Understand the fundamentals of strategic management and business environment
C02	Apply strategic tools to gain competitive advantage.
C03	Evaluate Generic strategies to enhance and empower internal organizational potential.
C04	Examine the various organizational designs and structures to achieve organizational effectiveness.
C05	Discuss the latest competitive strategies to meet dynamic business challenges.

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO										
CO1	X									
CO2		X						X		
CO3			X							
CO4					X					
CO5								X		

### Recommended Books:

1. Strategic Management:, Concepts and Cases - Fred R.David, Pearson Publisher, 16th edition, 2017,ISBN13: 9780134167848
2. Strategic Management – Frank T Rothaermel, McGraw-Hill Publishing, 3rd edition, 2017, ISBN13: 9781259420474.
3. Strategic Management: Formulation, Implementation and Control - John Pearce, Richard Robinson , Amita Mital, McGraHill, 12th Edition2017
4. Strategic Management: L. M. Prasad, Sultan Chand & Sons,2008, 7th edition

### Reference books:

1. Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson, : South Western, Thomson Learning.
2. Crafting and Executing Strategy, Arthur Thompson, A.J.Strickland,
3. Business Ethics and Corporate Social Responsibility, S.S.Khanka, S.Chand & Company Ltd, 1st Edition, 2014, ISBN: 9789383746125
4. Corporate Governance in India, Subash Chandra Das, PHI Learning publication, 4th Edition. ISBN: 9789387472976

### Seminar Component

**Contemporary Business Issues (CBI)** is a mandatory seminar component with one credit for students in the first semester. It is designed to act as a facilitator in helping students develop a future focused perspective in the field of business and society. As the contemporary business environments keep evolving it is imperative for future business managers to be adequately prepared for the challenges and opportunities that those changing environments present. Every day in and outside of a global corporation, many new and challenging business issues arise across a diverse spectrum of business disciplines. They may include a customer relations issue, an environmental sustainability issue, or a behavioural investment practice issue. In such an environment it is important for business professionals to have the versatility with which they can deal with those challenging issues. The proposed course will serve this purpose of triggering the analytical mind-set of the students in the first semester by providing them with relevant learning experience in many of those new, challenging issues. It will give the students opportunities to learn about a variety of contemporary business issues that do not necessarily fit in other regular course offerings. A student has to earn a minimum of 85% attendance and 50% marks in the seminar like any other theory course. The presentation will be evaluated both by an internal faculty and an external expert in the relevant area from industry.

## Course Outcomes

**On successful Completion of the CBI, the student will be able to;**

<b>C01</b>	Inculcate the newspaper / magazine reading habit
<b>C02</b>	Develop inquisitiveness through critical analytical process
<b>C03</b>	Appreciate various managerial cultures and business perspectives
<b>C04</b>	Develop good communication skills through peer interaction
<b>C05</b>	Develop presentation skills

## Semester II

### Production and Operations Management

<b>Course Code</b>	<b>20MBAC21</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-2-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

#### Course Overview

The primary objective of this course is to make students to have indepth knowledge of various business process and to understand and analyse planning, operations and production. Specifically, this course aims at making students to acquire knowledge on assessing the capacity and balancing the demand with resource management by using technology-based quality control techniques.

#### Course Objectives:

- To develop an understanding of how the operations have strategic importance for providing competitive advantage
- To understand the relationship between operations and other business functions.
- To understand the techniques of location and facility planning for designing job for operations management
- To understand the Materials Management functions

#### Course Contents

##### Module-1: Introduction and Operations Strategy (08 Hours)

**Introduction:** The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. Ethical issues in OM. **Operations Strategy:** Operations Strategy, Operations Competitive Dimensions, Corporate Strategy Design Process, Fitting Operational Activities to Strategy, Productivity Measurement.

##### Module -2 : Facilities Location and Layout (12 Hours)

**Facility Location:** Facility Analysis, Location: Factors affecting location decisions and Facility location models. **Facility layout:** Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations, Types of layouts, Factors influencing layout changes (Problems on Layout)

##### Module-3: Performance Measurement (10 Hours)

Economic analysis: Single product, multiproduct, Make or Buy, Add or Drop, process selection. Demand forecasting: Forecasting errors and implications of Tracking Signal. Methods analysis: Method study and Techniques. Work Measurement: Productivity, Time Study and Standard Time. Capacity analysis: Aggregate Demand, CRP, Strategies, dimensions, and sources of production capacity variations and MPS. (Problems on make or Buy decisions)

##### Module -4: Inventory Measurement & Quality Management (10 Hours)

**Materials analysis and Maintenance:** Material Requirement Planning-Objectives, elements and benefits of MRP, BOM, EOQ model and JIT. Maintenance: Areas of Maintenance -Types of Maintenances -Planning and Scheduling of Maintenance -Control of Maintenance  
**Statistical Quality Control:** Inspection and Quality Control -Statistical Quality Control -7 QC tools, Six Sigma.(Problems on EOQ)

##### Module -5: Role of Technology in operation Management (12 Hours)

**Advanced manufacturing systems:** Toyota manufacturing system, Computer integrated manufacturing system, Synchronous Manufacturing system, Flexible manufacturing system and Agile manufacturing System. Introduction to Automation: ERP, CAD, CAM and Robotics.



**Purchase and stores Management:** Objectives, Functions, Purchasing cycle and Policies -Vendor rating -Vendor Rating Methods -  
 Stores management: Location -Layout -Stock Verification and Documents pertaining to purchase and stores management  
 (Problems in Vendor Rating)

**Practical Component:**

Sl No	Topic
1	Analysing PLC of Pager and Typewriter.
2	Visit any Foundry and present the lay out.
3	Evaluating factors influencing Demand forecasting.
4	Visit any Quality Control unit of any FMCG and evaluate the variables and attributes.
5	Articulate the ERP of the Institute.

**Assignment Component**

Sl. No.	Topic															
1	To analyse the PLC for product from FMCG and Automobile Industries.															
2	A furniture manufacturing company has provided the following data. Compare the labour, raw materials and supplies and total productivity of 1996 and 1997. Output: Sales value of production in dollar (\$) 22,000 (in 1996) and 35,000 (in 1997)															
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>1996</th> <th>1997</th> </tr> </thead> <tbody> <tr> <td>Inputs: Labour</td> <td>10,000</td> <td>15,000</td> </tr> <tr> <td>Raw materials and Supplies</td> <td>8,000</td> <td>12,500</td> </tr> <tr> <td>Capital equipment depreciation</td> <td>700</td> <td>1,200</td> </tr> <tr> <td>Other</td> <td>2,200</td> <td>4,800</td> </tr> </tbody> </table>		1996	1997	Inputs: Labour	10,000	15,000	Raw materials and Supplies	8,000	12,500	Capital equipment depreciation	700	1,200	Other	2,200	4,800
	1996	1997														
Inputs: Labour	10,000	15,000														
Raw materials and Supplies	8,000	12,500														
Capital equipment depreciation	700	1,200														
Other	2,200	4,800														
3	Visit to any Foundry and learning the Facilities Layout.															
4	Given the weekly demand and weights, what is the forecast for the 4th period or Week 4? (Using Weighted Moving average) Weights: t-1 t-2 t-3															
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Week</th> <th>Demand</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>650</td> </tr> <tr> <td>2</td> <td>678</td> </tr> <tr> <td>3</td> <td>720</td> </tr> <tr> <td>4</td> <td>?</td> </tr> </tbody> </table>	Week	Demand	1	650	2	678	3	720	4	?					
Week	Demand															
1	650															
2	678															
3	720															
4	?															
5	In a foundry there are seven shops whose coordinates are summarized in the following table. The company is interested in locating a new costly firefighting equipment in the foundry determine the minimax location of the new equipment.															
	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>SL NO</th> <th>EXISTING FACILITIES</th> <th>CO-ORDINATE OF CENTROID</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Sand plant</td> <td>10,20</td> </tr> <tr> <td>2</td> <td>Moulding shop</td> <td>30,40</td> </tr> <tr> <td>3</td> <td>Pattern shop</td> <td>10,120</td> </tr> <tr> <td>4</td> <td>Melting shop</td> <td>10,60</td> </tr> </tbody> </table>	SL NO	EXISTING FACILITIES	CO-ORDINATE OF CENTROID	1	Sand plant	10,20	2	Moulding shop	30,40	3	Pattern shop	10,120	4	Melting shop	10,60
SL NO	EXISTING FACILITIES	CO-ORDINATE OF CENTROID														
1	Sand plant	10,20														
2	Moulding shop	30,40														
3	Pattern shop	10,120														
4	Melting shop	10,60														

	5	Felting shop	30,100	
	6	Fabrication shop	30,140	
	7	Annealing shop	20,190	
<b>6</b>	Design a Vendor rating using any two materials of your choice.			

**Course Outcomes:** At the end of the Course, the Student will be able to:

<b>C01</b>	Apply operations strategies for aligning corporate goals
<b>C02</b>	Develop process flow concepts for effective decisions in manufacturing sectors.
<b>C03</b>	Evaluate the applications of forecasting techniques in organisation performance.
<b>C04</b>	Examine the role of material requirement planning through various techniques.
<b>C05</b>	Utilise technology and vendor rating method in real time situations.

### PO-CO MAPPING

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>		X								
<b>C03</b>				X					X	
<b>C04</b>		X								
<b>C05</b>	X									

### Recommended Books

1. Operations Management - Aswathappa K & K Sridhar Bhat, Himalaya Publications
2. Production and Operations Management –Aswathappa K & Sridhar Bhat K, Himalaya Publications.
3. Total Quality Management-Dale H Bester field, 3rd Edition, Pearson Education
4. Operations Management, Mahadevan, Pearson Ed,
5. Production and Operations Management –Everette E, Adam Jr, Ronald J Ebert, PHI

### Reference books:

1. Production and Operations Management, Text and cases, Upendra kachru, First edition excel Books.
2. Operations Now, Byron J Finch, Tata Mc Grawhill, 3rd edition, 2017
3. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western

<b>Semester II</b>			
<b>Financial Management</b>			
<b>Course Code</b>	<b>20MBAC22</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-2-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview** This course tries to familiarize students with the basics of financial management. It covers corporate financial concepts, principles, and its applications in the real world. Eventually this course discuss finance manager's role, financial decisions, investing decision, companies capital structure, time value of money, capital budgeting, risk/return trade-offs and project evaluation criteria which helps in decision making.

**Course Objectives:**

1. To familiarize the students with basic concepts of financial management and financial system.
2. To understand concept of time value of money and its uses.
3. To evaluate the investment proposals of the Projects.
4. To analyse capital structure and dividend decision of firm.
5. To understand the management of working capital in an organization.

<b>Course Contents</b>
<b>Module – I: Overview of Corporate Finance (06 Hours)</b>
Objectives of Financial Management, Profit Maximization v/s Wealth Maximisation, Three Decisions in Finance, Sources of Long-term Finance: Shares, Debentures and Term Loans; Raising Long-Term Finance - IPO, Rights issue, Private placement, Behavioural finance, Financial reengineering, International Sources of Finance – ECB, FCCB, ADR, GDR etc.
<b>Module – II Time Value of Money (10 Hours)</b>
Timelines, Future Values - Compounding Process, Present Values - Discounting Process, Single Cash Flow, Annuity, Perpetuity, Uneven Cash Flows, Multi-Periods in Compounding and Discounting, Loan Amortisation. (Problems on Time value of money).
<b>Module – III Investment Decision (12 Hours)</b>
Cost of Capital, Cost of Debt, Post-Tax Cost of Debt, Cost of Equity: DDM, CAPM; Weighted Average Cost of Capital, Evaluation of Investment Decisions, NPV, IRR, Limitations of IRR, MIRR, Profitability Index, Payback Period (Problems on WACC & Capital Budgeting).
<b>Module – IV Working Capital Management (06 Hours)</b>
Current Assets and Current Liabilities, Concept of Working Capital Management, Operating Cycle, Cash Cycle, Cost of Trade Credit. (Problems on Operating cycle, cash cycle & cost of trade credit)
<b>Module – V Capital Structure and Dividend Decisions (06 Hours)</b>
Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages, EBIT and EPS analysis. Dividend Decision – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Pay-out (No dividend theories to be covered). (Problems on EBIT –EPS analysis & Leverage)

**Assignment Component**

<b>Sl.No.</b>	<b>Topic</b>
<b>1</b>	Analysing the companies' Financial statements and interpreting with the help of ratios.
<b>2</b>	Prepare the loan amortization schedule of the bank and analyse it.

3	Prepare the companies weighted average cost of capital
4	Preparation of companies operating cycle for the financial year 2021

### Practical Components

Sl. No.	Topic
1	Study the different financial services offered by a bank.
2	Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
3	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.
4	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.

### Course Outcomes

On the successful completion of the course, the student will be able to;

C01	Apply the financial & time value concepts for financial decision making.
C02	Compute the cost of capital for continuing optimum capital structure for a business or a project.
C03	Appraise projects using capital budgeting techniques.
C04	Evaluate working capital effectiveness of a firm.
C05	Analyse the impact of different kinds of dividends on shareholder wealth.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
C01		X								
C02	X									
C03									X	
C04		X						X		
C05		X								

### Recommended Books:

1. Financial Management -Prasanna Chandra, 9/e, TMH.
2. Financial Management, Khan M. Y. & Jain P. K, 7/e, TMH.
3. Financial Management, I M Pandey, 11th Edition, Vikas Publishing House.

### References:

1. Principles of corporate finance, Brealey and Myers, 9/e, TMH.
2. Financial Management, Rathod, Babitha Thimmaiah, Harish Babu, HPH.
3. Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.

Semester II			
Business Research Methods			
Course Code	20MBAC23	CIE Marks	50
Course Credits	4	SEE Marks	50
Teaching Hours/ Week (L-T-P)	52 Hours (3-0-2)	SEE Duration	3 Hours

### Course Overview

The course aims at introducing the students to the basic concepts used in social science research. It will provide an opportunity to the students to gain an understanding of research ethics, approaches and designs, techniques of data collection and analysis. The students will use these theoretical foundations to critically review literature relevant to their field or interests and determine how research findings are useful to the business environment.

### Course Objectives

- Basic understanding of research methodologies and the ethics
- Knowledge of literature review process and its role in research publication.
- Practical exposure to statistical packages such as MS EXCEL / SPSS

### Course Contents

#### Module 1 - Introduction to Research (08 Hours)

Business Research – Meaning, Types, Process of Research- Defining the Research Problem, Formulating the Research Hypothesis, 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. Ethics in Research.

#### Module 2 - Business Research Design (12 Hours)

Concept, Types: Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Merits and Demerits of various designs, Features of a robust research design, Choice of a research design. Types of Variables – Independent, Dependent, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches,.

**Sampling:** Sampling concepts, Sample vs Census, and Sampling error.

Sampling Design - Probability and Non Probability Sampling designs, types of Probability and Non- Probability Sampling designs. Determination of Sample size for estimating population mean.

#### Module 3 - Data Collection, Measurement and Scaling Techniques (12 Hours)

**Data Processing:** Data Editing, Coding, Classification and Tabulation of Data.

**Primary and Secondary Data:** Sources, Characteristics, Advantages and disadvantages.

**Questionnaire design** - process of designing questionnaire, Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.

**Measurement and Scaling Techniques:** Concept of measurement, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Criteria for Good Measurement.

Attitude Scaling Techniques: Concept and Application of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales. Ranking Scales – Paired Comparison & Forced Ranking

#### Module 4 - Testing of Hypothesis and Data Analysis (10 Hours)

**Hypothesis** - Types, characteristics, formulation of hypotheses. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance.

**Statistical analysis** - Parametric and Non-Parametric Tests- Correlation and Regression tests, t-test, z-test, f-test, K-W Test (problems on all tests). Bivariate and Multivariate Analysis - ANOVA one-way and two-way classification. Chi-square Analysis: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions.

**Note:** Formulae and calculations are not expected. It is mandatory to use MS Excel / SPSS for interpretation of the given data for appropriate managerial decisions.

### Module 5 - Interpretation of Research Data and Report Writing (10 Hours)

**Interpretation of Data and Research paper publication** – Layout of a research paper. Publishing in journals – How to publish and where to publish, Types of journals (limited to business management), Importance of indexing in research journals.

**Types of research reports** – Brief reports and Detailed reports.

**Report writing:** Layout of the research report, Guidelines for report writing. Common ethical issues in research and publication. Guidelines for References and citations – APA and Harvard styles of referencing. **Use of tools / techniques for Research:** A brief preview on: the methods to search required information effectively. Guidelines on the use of software for - referencing (Zotero/Mendeley), paper formatting (LaTeX/MS Office) and detection of plagiarism

### Assignment Component

Sl.No.	Topic
1	To identify research problem and collect relevant literature for data analysis.
2	An automobile manufacturer observes demand for his product increases as the per capita income increases. Sales increase indicate low interest rates, which eases credit conditions. Buyer purchase behaviour is seen to be dependent on age, income and gender with discounts, sales, advertising and promotion acting as supporting factors. If sales and per capita income were to be positively correlated, classify the variables as dependent, independent, moderating and mediating variables.
3	Develop a sampling design to study robotics as a solution to a manufacturing worker shortage
4	Go to an Internet site that has an online poll. Participate in the survey, and view the current results. <ul style="list-style-type: none"> <li>Describe the nature of the survey and the current results.</li> <li>What method of sampling was used?</li> <li>What characteristics do you believe the members of the sample possess?</li> <li>Do you believe that these characteristics influence the poll results in India?</li> </ul>
5	Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions. Include both open ended and closed question
6	Conduct Market survey and to investigate consumer perception towards any FMCG. Prepare a research report for the same in the required format.

### Course Outcomes

**On the successful completion of the course, the student will be able to;**

CO1	Understand the various the concepts and approaches of scientific business research
CO2	Evaluate alternative research designs for any real-life business problems.

<b>C03</b>	Examine the collected data using various tools and techniques for decision making across the management domains
<b>C04</b>	Develop a well-structured research proposal
<b>C05</b>	Utilise the outlined principles of Review of literature to publish a research paper

#### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>		X								
<b>C03</b>		X							X	
<b>C04</b>	X									
<b>C05</b>	X									

#### Recommended Books

1. BUSINESS RESEARCH METHODS: A SOUTH-ASIAN PERSPECTIVE WITH COURSEMATE. WILLIAM G ZIKMUND, BARRY J BABIN, JON C CARR, ATANU ADHIKARI, MITCH GRIFFIN. 8/E, CENGAGE LEARNING. ISBN-10: 9788131520369. ISBN-13: 9788131520369
2. Business Research Methods. Donald R. Cooper, Pamela S Schindler, 12/e, Tata McGraw Hill. ISBN-13: 978-00073521503. ISBN-10: 0073521507

#### References

1. Research Methods. Kirsty Williamson, Graeme Johanson. 2/e. Chandos Publishing. 2017. ISBN: 9780081022207. Ebook - ISBN: 9780081022214.
2. Research Methodology – C.R.Kothari, Vishwa Prakashan.
3. Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007

<b>Semester II</b>			
<b>Legal and Business Environment</b>			
<b>Course Code</b>	<b>20MBAC24</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-0-2)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

#### Course Overview

Students focus on the application of business law and macro business environment to business. Topics include an overview of Contract; Incorporation of the company; Winding up of the company, MOA & AOA, Macro Economic Environment.

#### Course Objectives

- To understand the legal concepts of the business.
- To obtain an overview of various concepts of macro business environment.
- To understand the Monetary and Fiscal policy.

<b>Course Contents</b>
<b>Module 1 – Indian Contract Act (08 Hours)</b>
Indian Contract Act, 1872-Meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency
<b>Module -2-Companies Act (06 Hours)</b>
Company: - Characteristics, Types of company, Lifting of corporate veil



(i) Incorporation of company (ii) Memorandum and Articles of Association (iii) Doctrine of Ultra Vires

Directors: Appointment, Removal, Position, Powers and Duties of Directors.

Prospectus, Meeting: Types of Meetings, Procedure of calling for a meeting Company's resolutions and its kinds, proxies.

Corporate Liquidation: Winding up of Companies, Mode of winding up of the companies.

### **Module 3 – Indian Business Environment (12 Hours)**

Indian Business environment: Structure of the Business Environment – Internal and External environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global environment Basic economic Concepts: Open and Closed Economies, Primary, secondary, and Tertiary sectors, and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP, Business Cycle- Features, and Phases.

### **Module 4 – Industrial policy and Structure of Indian Policy (10 Hours)**

Industrial Policies and Structure: Problems in industrial development during the plan period, New Industrial policy 1991

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance, and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Privatisation-Problems and prospects, Disinvestments in Indian public sector Units since 1991.

### **Module 5 – Fiscal policy and Indian Foreign Trade policy (10 Hours)**

Fiscal Policy: Objectives, Instruments, Union Budget, Taxes, Role of Government. Money, Measures of money supply, Monetary system in India, Tools for credit control. Structure of the Banking system, RBI and its functions, Banking structure reforms –Narasimham committee recommendations.

Indian Foreign Trade Policy:-Objectives, Features, Policy of 2015-2020-salient features

### **Assignment Component**

Sl.No.	Topic
1	Analyse a contract and its content.
2	Students to produce a report on the working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance
3	Students are expected to analyze the major economic and financial indicators such as GDP, Inflation, CPI, BSE, NSE, Currency, Gold rate, Oil barrel price etc., for a particular period of time and submit the report on the same

### **Practical Component**

Sl.No.	Topic
1	Mini case Presentation and Discussion on Rule in Foss v. Harbottle
2	Students are expected to give a report on how the economic environment has affected the performance of any five large Indian Business Houses
3	Mini case Presentation and Discussion on Saloman v/s A Soloman & Company Ltd.



**Course Outcome** On the successful completion of the course, the student will be able to;

<b>C01</b>	Apply the Legal concepts to understand the contracts components.
<b>C02</b>	Discuss the various aspects of Companies Act 2013
<b>C03</b>	Examine the basic concepts and structure of Macro business Environment
<b>C04</b>	Compare the pre- and post-industrial scenario in India.
<b>C05</b>	Appraise the impact of changes in Monetary policy & Fiscal policy on Business environment

**PO-CO MAPPING**

<b>PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PS01</b>	<b>PS02</b>	<b>PS03</b>
<b>CO</b>										
<b>C01</b>	<b>X</b>									
<b>C02</b>	<b>X</b>									
<b>C03</b>		<b>X</b>							<b>X</b>	
<b>C04</b>						<b>X</b>				
<b>C05</b>	<b>X</b>									<b>X</b>

**Recommended Books**

1. Economic environment of business –misra s. K &puri v. K., 6/e,himalaya publishing house, 2010.
2. Business environment: text and cases - justin paul, 3/e, mcgrawhill, 2011.
3. Business environment - fernando, 1/e, pearson, 2011.
4. Elements of mercantile law, sultan Chand publications, 34th edition, 2014
5. Legal & business environment, racvindra kumar & renukamurthy, cengage learning, 2018.
6. Saleem sheikh & william rees, corporate governance & corporate control, cavendish publishing ltd., 1995.

**References**

7. Charles Wild & Stuart Weinstein Smith and Keenan, Company Law, Pearson Longman, 2009
2. Institute of Company Secretaries of India,
8. Companies Act 2013, CCH Wolter Kluwer Business, 2013.
9. Lexis Nexis, Corporate Laws 2013 (Palmtop Edition) 4. C.A. Kamal Garg, Bharat's Corporate and Allied Laws, 2013. Taxmann, Companies Act 2013.
10. Principles of Macro Economics –Mankiw, 4/e, Cengage Learning, 2011.
11. Macro Economics – Andrew. B. Abel, & Ben S. Bernanke, 7/e, Pearson Education, 2011.

<b>Semester II</b>			
<b>Human Capital Management</b>			
<b>Course Code</b>	<b>20MBAC25</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-2-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:**

The objective of this course is to familiarize students with the basic principles and techniques of human resource management. Basic understanding of HRM is essential whether the student works in a government agency, financial services, hospital, high technology industry, retail, educational institution or any other type of organization. Key functions such as recruitment, selection, development, appraisal, retention, compensation, discipline, welfare and labour relations are examined.

**Course Objectives:**

- To understand the HRM concepts and theory.
- To obtain an overview of various HRM functions and practices.
- To gain insights in the entire gamut of operations related to the employee life cycle management.

**Course Contents****Module 1 - Human Capital Management (06 Hours)**

Meaning, Scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HR-Careers in HRM.

**Module 2 - Job Analysis (10 Hours)**

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 - Recruitment and Selection (10 Hours)**

**Recruitment:** Definition, Constraints and Challenges, Sources and Methods of Recruitment, Recent trends and Approaches to recruitment-e-recruitment, social media recruitment, recruitment apps.

**Selection:** Meaning, Process of Selection, Testing.

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

**Employee Retention:** Meaning, Employee retention strategies

**Module 4 - Training and development (14 Hours)**

Training v/s development, Systematic Approach to Training, Training Methods; on the job and off the job.

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

**Compensation:** Meaning, Objectives, components of compensation, Executive Compensation

**Module 5 - Employee Welfare (12 Hours)**

Introduction, Types of Welfare Facilities and Statutory Provisions in India.

**Employee Grievances:** Types of grievance, Employee Grievance procedure.

**Discipline:** Meaning, approaches to discipline, discipline handling procedure, managing difficult employees

**Practical Component:**

Sl No	Topic
1	Collect Recruitment advertisements from newspapers and analyse Job Description & Job Specification.
2	Conduct and take part in mock Interviews/ GDs.
3	Analyze the recruitment & selection process followed by Indian Army/ Navy/ Airforce.
4	Preparing a report on the disciplinary policies of any 5 manufacturing organizations.

## Assignment Component

Sl. No.	Topic
1	Examine the roles played by HR managers in 5 organizations across different sectors.
2	Design a training program for a MBA fresher in HR, Finance & Marketing domain.
3	Evaluate the employee retention strategies followed by any 5 IT companies
4	Design a recruitment newspaper advertisement for 3 different job profiles.

**Course Outcomes:** At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the functions and relevance of HRM in the dynamic business scenario.
<b>C02</b>	Analyze job profiles and arrive at clear job description and job specifications.
<b>C03</b>	Apply knowledge of HR functions for better acquisition, retention & management of talent in the competitive business environment.
<b>C04</b>	Evaluate the various training, performance appraisal and compensation methods.
<b>C05</b>	Discuss the regulations governing employee welfare & discipline in organizations

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>	X									
<b>C03</b>	X									
<b>C04</b>		X			X			X		
<b>C05</b>										X

### Recommended Books

1. **HUMAN RESOURCES MANAGEMENT: A SOUTH ASIAN PERSPECTIVE, DENSKI/GRIFFIN/SARKAR- CENGAGE LEARNING, 2012.**
2. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010.
3. Human Resource Management – Dr. T.P Renuka Murthy HPH.

### REFERENCE BOOKS

1. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
2. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
3. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy,6/e, PHI, 2010.

<b>Semester II</b>			
<b>Entrepreneurship Development and Start-up Management</b>			
<b>Course Code</b>	<b>20MBAC26</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3-0-1)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview

The primary objective of this course is to sensitise students on entrepreneurship and to acquaint them with the information and qualities required to become an entrepreneur. The course also aims at introducing the students to the basic concepts of entrepreneurship, entrepreneurial process, financial avenues, business plan and social entrepreneurship. The course will involve both theoretical and practical sessions.

### Course Objectives

- To understand basic concepts in the area of entrepreneurship.
- To understand the role and importance of entrepreneurship for economic development.
- Adopting the key steps in the elaboration of business ideas.
- Understanding the stages of entrepreneurial process and resources needed for the successful development of entrepreneurial ventures.

<b>Contents</b>
<b>MODULE 1- Introduction (10 Hours)</b>
Concept and introduction, Entrepreneurial behaviour, skills and qualities, Role of an entrepreneur, Entrepreneurship in different contexts and forums; Intrapreneur- an emerging class; Distinguish Entrepreneur from manager and leader; Classification of Entrepreneurs and Entrepreneurship; Women entrepreneurship: Issues and challenges, Developing women entrepreneurship in India; Entrepreneurial Culture - Stages in entrepreneurial process. Entrepreneurial Ethics;
<b>MODULE 2- Creativity and Innovation (12 Hours)</b>
The role of creativity, Innovation Process, Sources of new ideas, methods of generating ideas, creative problem solving. Idea generation and Feasibility analysis; Intellectual Property-creation and protection.
<b>MODULE 3- Business Plan (10 Hours)</b>
Scope and Need; Financial, Marketing, Human Resource and Production/Service Plan; Business Plan formats; Project report preparation and presentation; Business Model- Designing, analysing and improvising; Components of an effective business model, Osterwalder Business Model Canvas.
<b>MODULE 4 - Government schemes and Policies for Entrepreneurship Development (12 Hours)</b>
A brief overview of financial institutions in India; Role of Government in promoting Entrepreneurship; Latest Industrial Policy of Government of India. Start up India, Make in India, Stand-up India, Atal Innovation mission, STEP, JAM, TREAD, PMKVY, schemes of DST, DIPP, Atmanirbhar Fund;MSME-Single point registration scheme, Ministry of



## Recommended Books

1. Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 10/e - The McGraw-Hill companies - 2017. ISBN: 978 007811 248 3
2. Entrepreneurship- A South-Asian Perspective, D.F.Kuratko, T.V.Rao – Cengage Learning - 2018. ISBN: 978 178254 462 3
3. Bruce R.Barringer, R.Duane Ireland, Entrepreneurship Successfully, launching new ventures. Pearson, 2019
4. Kathleen R Allen, Launching new ventures, An Entrepreneurial approach, Cengage learning,2016
5. Entrepreneurship Development-Small Business Enterprise- Poornima Charantimath Pearson Education - 2007. ISBN: 978 817758 260 4

## References

1. Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e – Sage India - 1999. ISBN: 978 0761 993 278
2. Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011. ISBN: 978 0198072 638
3. Entrepreneurship- A South Asian Perspective – Kurakto, T.V Rao Cengage Learning – 2018 ISBN: 978 8131517161

## Seminar Component -CCPE-20MBAS21

**Corporate Communications and Professional Ethics (CCPE)** is a mandatory seminar component with one credit. It is a hands-on communication skill based course which includes developing professional ethics in students as well. The course instructors would be trained and certified by Infosys. The students have to take up this course during the second semester. The objective of this course is to equip the students with the right communication skills both written and verbal, to meet the expectations of the corporate world. It focuses on the basics of professional writing skills, workplace etiquettes and helps the students in enhancing their public speaking and conversational skills as well through sessions on communication & personality grooming. Students are made aware of professional ethics through written assignments.

## Course Outcomes

**On successful Completion of the CCPE, the student will be able to;**

<b>C01</b>	Identify key principles in business communication
<b>C02</b>	Discuss different processes and considerations involved in writing in business
<b>C03</b>	Identify the appropriate use of different channels of written communication in business
<b>C04</b>	Evaluate traditional and online tools and methods to process information
<b>C05</b>	Discuss best practices in workplace etiquette

# **SECOND YEAR SYLLABUS**

## SECOND YEAR SYLLABUS

### Semester III

### Business Analytics

<b>Course Code</b>	<b>20MBAC31</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>52 Hours (3 -2-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

#### Course Objectives

- To introduce the business intelligence process that support the decision making in business operations.
- To make the students aware of the analytics practices across various verticals in different industries

#### Contents

##### MODULE 1- Foundations of Business Analytics (10 Hours) (CO1)

Overview of Business Analytics, Challenges; Business Analytics Optimization (BAO); Data warehousing; Online Analytical Processing (OLAP); Online Transaction Processing (OLTP). Introduction to Predictive Analytics and Prescriptive Analytics; Role of Business Analyst and Data Scientist; Business Intelligence Applications.

##### MODULE 2 – Data Mining (12 Hours) (CO2)

Meaning of Data Mining; Evolution of Data Mining; Data Mining Process; Knowledge Discovery from Data (KDD); Cross Industry Standard Process for Data Mining (CRISP-DM), Data Mining techniques; Challenges of Data Mining

##### MODULE 3 – Predictive Analytics (10 Hours) (CO3)

Introduction to Simple Linear Regression, Multiple linear Regression, Logistic Regression, Time series, Decision Trees and Neural Networks

##### MODULE 4 – Big Data Analytics (12 Hours) (CO4)

Introduction to Big Data; Need for Big data; Characteristics of Big Data; structure of Big Data (Structured, Semi-structured, Unstructured and real time data); Benefits and barriers of Big Data Analytics; Mobile Data Analytics; Social Media Analytics

##### MODULE 5- (08 Hours) (CO5)

Financial Analytics; HR Analytics; Marketing Analytics; Supply Chain Analytics; Production and Operations analytics. Machine learning; Artificial Intelligence; Deep Learning; Internet of Things (IOT); and Robotics

#### Course Outcomes

At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand the basics of business analytics
<b>CO2</b>	Demonstrate data mining techniques for business applications
<b>CO3</b>	Analyse how analytics are powering consumer applications and
<b>CO4</b>	Evaluate how big data analytics are creating opportunities for entrepreneurial ventures
<b>CO5</b>	Examine the applications of analytics in the industry



**PO-CO MAPPING**

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
CO1	X									
CO2		X								
CO3		X								
CO4		X				X			X	X
CO5							X			

**Reference Books**

1. Albright Winston "Business Analytics, Data Analysis and Decision Making" 5th edition, Cengage Publication
2. Cindi Howson "Successful Business Intelligence" 2nd edition, McGrawHill Education
3. U Dinesh Kumar "Business Analytics: The Science of Data - Driven Decision Making" by Wiley Publications

<b>Semester III</b>			
<b>Direct Taxation</b>			
<b>Course Code</b>	<b>20MBAC32</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>4</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-2-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:**

The subject equips students with a competitive advantage in the field of taxation. The subject aims to provide conceptual understanding and framework of the direct tax laws in the country. It enables students to understand implication of tax laws and their compliance.

**Course Objectives:**

- To equip students with a competitive advantage in the field of taxation.
- To understand the conceptual understanding and framework of direct tax.
- To understand the computation of taxable Income under different heads.
- To enables students to understand implication of tax laws and their compliance.

<b>Contents</b>
<b>MODULE 1- Introduction (5 Hours) (CO1)</b>
Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , Residential Status, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. Direct Tax code (Problems on residential Status of Individual assessee).
<b>MODULE 2- Income from Salaries (15 Hours) (CO2)</b>
Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, and Death cum Retirement benefits, Deductions against Salary. (Basic Problems on salary Income). Income from House Property (Theory Only). Basic problems on computation of Total Income and available Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB and 80U.
<b>MODULE 3- Income from Business or Professions (10 Hours) (CO3)</b>
Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation. (Problems on computation of income from business/ profession of Individual assessee and Depreciation).
<b>MODULE 4 - Income under capital gain, Other Sources (4 Hours) (CO4)</b>

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, (Basic problems) Income from Other Sources, (Theory Only), Setoff and carry forward of losses (Theory Only).

**MODULE 5- Computation of taxable income of a company (5 Hours) (C05)**

Computation of taxable income of a company with special reference to MAT. (Problems on MAT).

Note: The syllabus comprises of 60% Problems and 40% Theory. The case studies relating to Income from Salary, Income from Business/Profession & Assessment of Companies (MAT) will be discussed in the class.

**Practical Component:**

Sl No	Topic
1	Calculation of Taxable income and tax liability using Excel.
2	Students can be exposed to filing of tax returns of Individual assesses.
3	Encouraging the students to register as tax return preparers.

**Assignment Component:**

Sl No	Topic
1	SC upholds linking of Aadhaar number and PAN ( K.S. Puttaswamy (RETD).union of India, (2019) <a href="http://www.taxmann.com">www.taxmann.com</a>
2	Tax Biases to Debt Finance: Assessing the Problem, Finding Solutions
3	Case studies on capital gain Shri Mahesh & J Patel the Asst. commissioner of the police 18-7-2019 page no.873 taxman publication
4	Income of salary case studies page no. 140 & 141 taxman publication 63th edition 2020

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the system of taxation and various categories of incomes
<b>C02</b>	Apply various tax provision relating to income from business/profession
<b>C03</b>	Analyse various tax provision relating to income from House Property, capital gains and other sources
<b>C04</b>	Evaluate how various provisions of taxation impacts the tax liability of the assesses
<b>C05</b>	Apply provisions and procedure to compute taxable income of Companies.

**PO-CO MAPPING**

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>									X	
<b>C03</b>		X						X		
<b>C04</b>		X						X		
<b>C05</b>	X							X		

## Recommended Books

- Income Tax, H. C. Mehrotra & S. P. Goyal, Sahitya Bhavan Publications, 62 e/2020/21
- Students Guide to Income Tax Vinod Singhania and Kapil Singhania Taxman Publications, (2020/2021 Edition).

## Reference Books

- Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publications, (2020/2021 Edition)
- Students Handbook on Taxation, T N Manoharan, Snow White Publications Pvt. Ltd. Jan 2020/21 Edition.
- Income Tax Law & Practice, B.B. Lal & N. Vashisht, Pearson, 33e/2020/21.

Semester III			
Marketing Research			
Course Code	20MBAMM301	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

## Course Overview

Marketing research is fundamental in obtaining appropriate marketing information for strategic and tactical marketing decisions. This course introduces students to the techniques of quantitative marketing research along with key concepts of marketing in order to equip them with the necessary skills and competence to draw valid inferences from their market research projects.

**Course Objectives:** To enable students to;

- Understand different stages of the marketing research process.
- Become familiar with research terminology and methodology.
- Develop analytical skills for effective marketing research.
- Learn how marketing research impacts business decisions.

Contents
<b>MODULE 1 – Marketing Research - An Overview (7 Hours) (CO1)</b>
Marketing Research Process. Role of research in marketing. Research Design, Secondary Research.
<b>MODULE 2 - Qualitative Research (06 Hours) (CO2)</b>
Classic and Contemporary methods. Analysis of qualitative data.
<b>MODULE 3 - Quantitative Research (10 Hours) (CO3)</b>
<b>Conjoint Analysis:</b> Conceptual basis, procedure, type of data required, Interpretation of output, applications of conjoint analysis.
<b>Factor Analysis:</b> Conceptual basis, type of data required, Interpreting factor matrix (factor loadings, communalities, Eigen value), applications of factor analysis in consumer behaviour studies.
<b>Cluster Analysis:</b> Conceptual basis, type of data required, procedure, clustering methods – single linkage rule, Interpretation of output, applications of cluster analysis related to psychographic & lifestyle market segmentation
<b>MODULE 4 - Marketing Research Proposal Process (10 Hours) (CO4)</b>
The stages in Marketing Research Proposal process, Writing a good marketing research brief.
<b>MODULE 5 – Trends in Marketing Research (05 Hours) (CO5)</b>

Marketing Information System and Research, Online Marketing Research, Marketing Research in Lifestyle Retail, Marketing Research and Social Media Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.

**Practical Component:**

Sl No	Topic
1	Formulation of problem statements, Objectives and hypothesis for any problem/issue of students' choice
2	To conduct brainstorming activities on applications of marketing research

**Assignment Component:**

Sl No	Topic
1	<p><b>Group Assignment: In-Depth Interview Report</b> The Group is required to perform in-depth interviews on the selected topic and prepare a short report. Specifics of the report template/structure will be provided.</p> <p><b>Aim of the Assignment:</b></p> <ul style="list-style-type: none"> <li>- To indicate the significance of in-depth interviews in questionnaire development.</li> <li>- To provide practical exposure on how research is planned, developed and implemented.</li> </ul> <p><b>Learning Objective:</b> To focus on the student's abilities to plan and undertake qualitative Market Research.</p>
2	<p><b>Group Assignment: Design a Questionnaire for a quantitative survey</b> The Group will develop a questionnaire (face-to-face or online) for a quantitative survey based on the findings from Assignment #1. Specifics of the questionnaire template/structure will be provided</p> <p><b>Aim of the Assignment:</b></p> <ul style="list-style-type: none"> <li>- To develop skills of framing effective questions while designing a questionnaire.</li> <li>- To understand the need to relate question development to research objectives.</li> <li>- To assess the skills and knowledge of the students on the strengths and weaknesses of various questions and types of scales to be used.</li> </ul> <p><b>Learning Objective:</b> To focus on the student's abilities to plan and undertake quantitative Market Research</p>
3	<p><b>Group Assignment: Data Analysis and Report Writing</b> Based on the feedback from Assignment #2, the Group will be required to finalise their survey for field implementation, input data and produce a data set. All Group members will have access to the final data set. Then using SPSS they have to analyse the survey data focusing on the research problem statement and the objectives. A report has to be submitted with a word limit of not exceeding 2,000 words. Specifics of the report structure will be provided</p>

**Course Outcomes** At the end of the Course, the Student will be able to:

C01	Examine the research process, problem definition and alternative research designs
C02	Analyse the qualitative data and draw appropriate Inferences to address a current marketing issues
C03	Demonstrate the ability to appropriately analyze data using statistical software to resolve a real life marketing issue.
C04	Develop and evaluate a market research proposal for a current marketing issue/problem.
C05	Assess the recent trends in marketing research

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	X								X	
CO2		X							X	
CO3		X						X		
CO4		X				X	X	X		
CO5		X				X	X			

### Recommended Books

1. Naresh K Malhotra & Satya Bhushan Dash ,Marketing Research - An Applied Orientation., Pearson 7/e.
2. William G Zikmund et. Al, Essentials of Marketing Research., Cengage Learning 7/e.
3. V Kumar , Marketing Research., Sage Publications 1/e, 2015
4. G C Beri , Marketing Research, TMGH

### Reference Books

1. Malhotra and Dash, Marketing Research - An Applied Orientation, Pearson.
2. Churchill, Jr, G.A. and D. Iacobucci Marketing Research, , South Western: Thomson.
3. Boyd, H.P., R. Westfall and S. F. Stasch ,Marketing Research,Delhi: A.I.T.B.S.
4. G.A. and D. Bush Marketing Research, Burns,South Western: Thomson.

Semester III			
Services Marketing			
Course Code	20MBAMM302	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

### Course Overview:

Services are ubiquitous. They dominate the world economy. This course introduces the students to the distinctive aspects of services marketing and enhances their ability to apply marketing strategies to create, communicate, and deliver customer value in the service economy. Its main focus is on understanding the key concepts of services marketing and how they can be used to create competitive advantage for businesses.

### Course Objectives:

- To provide an in-depth understanding of the unique challenges inherent in managing and delivering quality services.
- To acquaint the students with the characteristics of services and their marketing implications.
- To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing

Contents
<b>MODULE 1- Foundations of Service Marketing (08 Hours) (CO1)</b>
Service Marketing Concept: Service marketing triangle, service marketing mix, GAP models of service quality, service gaps framework, and perceived service quality. Service marketing models – SERVQUAL Model

**MODULE 2 – Consumer Behaviour in Services (08 Hours) (C02)**

Search, Experience and Credence property. Customer expectation and perception of services, two levels of expectation, Zone of tolerance. The Role of customer in Service Delivery, Concept of Customer Delight, Customer Retention Strategies.

**MODULE 3 – Service Design and Delivery (08 Hours) (C03)**

Service innovation, service blueprint, physical evidence and the servicescape, service delivery process, service encounters and moments of truth. Employee role in service delivery and emotional labour. Sources of conflict and conflict handling in services. Service recovery. Service Delivery – Customers' role, intermediary's and service providers in service delivery. Managing service promises

**MODULE 4 - Customer Defined Service Standards (08 Hours) (C04)**

Meeting Customer Defined Service Standards, Service Flexibility Versus Standards. Managing Demand and Supply of Service – Strategies to Match Capacity and Demand.

**MODULE 5 - Marketing Services - Specific Industries (07 Hours) (C05)**

Services marketing in - Hospitality sector, Financial Services, Communication and Information Services, Education sector and Media marketing.

**Practical Component:**

SI No	Topic
1	An open discussion on the significance of the additional 3 Ps in the context of a service organisation of the student's choice
2	Identify any existing services, locate loopholes in the design and suggest modifications. (Class discussion in groups)

**Assignment Component:**

SI No	Topic
1	The students have to choose a service industry of their choice and do an in-depth study of the industry and present their report relating to the GAP model.
2	To prepare service blueprints for any service of their choice.
3	Browse service organisation online and analyse the role of customers in service delivery

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Develop an understanding about the various concepts and importance of Services Marketing.
<b>C02</b>	Apply the fundamental concepts of service marketing to manage the dynamic nature of consumer behaviour in the service economy.
<b>C03</b>	Evaluate the elements of innovation in service design and unique characteristics of service delivery in the execution of marketing strategies for services
<b>C04</b>	Examine the strategies in managing demand and supply in the service process
<b>C05</b>	Discuss the application of service marketing in different industries

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO										
CO1	X								X	
CO2		X							X	
CO3		X						X		
CO4		X				X	X	X		
CO5		X				X	X			

### Recommended Books

1. Chistopher lovelock, Services Marketing, Pearson Education Asia.
2. Valarie A. Zeithmal & Mary JoBitner, Services Marketing, New Delhi, Tata McGraw Hill Publishing Co.
3. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. (2018) Services Marketing: Integrating Customer Focus Across the Firm with Connect Access, 7/e. McGraw-Hill Education.
4. S.M. Jha, Services Marketing, New Delhi Himalaya Publishing House.

### Reference Books

1. Adrhian Payne, The Essence of Marketing New Delhi, Prentice Hall of India Pvt. Ltd.
2. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, Thomson – South Western.
3. Helen Woodroffe – Services Marketing, Mcmillan India Ltd.
4. Julian J. Gibars, Building buyer Relationship; Macmillan India Ltd.

<b>Semester III</b>			
<b>Rural and Agriculture Marketing</b>			
<b>Course Code</b>	<b>20MBAMM303</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

In the developing and developed nations, majority of the population live in the rural areas. Therefore the scope for marketing the products in the rural areas is very high. Today's companies have realized the potential of rural markets to a great extent. Hence they start focusing on rural markets. The present subject 'Rural Marketing' mainly deals with analyzing rural economy and rural market. The nature of rural market and the characteristics of rural customers are discussed in this unit.

### Course Objectives:

1. To provide a conceptual understanding on the Rural Marketing with special reference to Indian context.
2. 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.



## Contents

### MODULE 1- Indian Rural Marketing - (7 Hours) (C01)

Scope of rural marketing, classification of rural markets, rural vs. urban markets. Rural marketing environment, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

### MODULE 2 -Rural Consumer Behaviour - (8 Hours) (C02)

Consumer buying behaviour models, Factors affecting Consumer Behaviour, Characteristics of Rural consumer, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. 60 Researching Rural Market: Sensitizing rural market, Rural marketing of financial services

### MODULE 3- Marketing of Agri Products/Inputs (9 Hours) (C03)

Indian tractor industry: A brief overview, Challenges for Indian tractor industry.  
Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry.  
Profiling of Indian agricultural produces marketing, Strategies to promote marketing of agricultural produce. Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business

### MODULE 4 -Distribution Channel in Rural Markets (7 Hours) (C04)

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

### MODULE 5- Marketing Communication in Rural Area (7 Hours) (C05)

Challenges in Rural Communication, 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. Different Media Used

### Practical Component:

Sl No	Topic
1	Collect information from a village and understand the market structure and understand the functioning part of the rural markets
2	Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)
3	Students can do a survey on corporate farming and its effect on income of the rural farmer.
4	Visit to the various Micro Finance Institutes, who extend their services in catering rural market.

### Assignment Component:

Sl No	Topic
1	Differentiate between the characteristics of Urban and Rural Market.



2	Analyse the data related to the development of agricultural products/Inputs
3	Evaluate the scope in farming as a business.
4	Mention the different distribution channel for the agricultural products.

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the characteristics of Indian rural markets and describe the differences between rural and the urban economy
<b>C02</b>	Discuss the rural consumer behavior.
<b>C03</b>	Evaluate the challenges of Indian rural market and the Agri input market.
<b>C04</b>	Examine distribution channel for agricultural products and rural market.
<b>C05</b>	Discuss problems and strategies related to marketing communication in rural India.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>	X									
<b>C03</b>		X						X		
<b>C04</b>	X									
<b>C05</b>	X							X		

### Recommended Books

1. Pradeep Kashyap, Rural Marketing-Biztantra,2018.
2. Dinesh Kumar & Punam Gupta, Rural marketing: Challenges and Opportunities- SAGE, 2017.
3. Gopal Swamy T. P,Rural Marketing, Vikas Publishing,2018.

### Reference Books

1. Dogra &Karminder Ghuman, Rural Marketing, TMH, 2018
2. Sanal Kumar Velayudhan,Rural Marketing, Response Publication, 2014
3. Agricultural Marketing In India, Acharya, Oxford I B H. 2015

<b>Semester III</b>			
<b>Business to Business Marketing</b>			
<b>Course Code</b>	<b>20MBAMM304</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

Approaching organizational buyers requires developing unique sets of marketing knowledge. The Business to Business (B2B) sector has phenomenally grown in the past decade and are increasingly using AI to automate certain functions. The customer revolution, the business environment, global players have brought in tremendous changes to the B2B industry. The course equips the students to acquire core competencies & skill sets to make a successful career in the B2B sector.

### Course Objectives:

- To impart knowledge needed to understand the trends and unique characters of B2B marketing.
- To develop the skills among students required for a career in B2B marketing.

<b>Contents</b>
<b>MODULE 1- B2B Marketing – An Overview ( 8 Hours) (C01)</b>
Comparison of Business marketing and Consumer marketing. B2B value chain analysis. Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics, Government and Institutional Markets. Organizational buying behaviour: Nature & process.
<b>MODULE 2- B2B Customer relationship management strategies ( 7 Hours) (C02)</b>
Developing emotive connects in B2B marketing, New generation value added partnerships roles in B2B Marketing, managing buyer seller relationships, Gaining a customer relationship advantages.
<b>MODULE 3- B2B Marketing Strategies ( 7 Hours) (C03)</b>
Value based Segmenting, Targeting and Positioning (STP). Significance of 4 Ps in B2B marketing. Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing.
<b>MODULE 4 – Channel Management (8 Hours) (C04)</b>
Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members. B2B Advertising, Trade shows, Personal selling, Key account management.
<b>MODULE 5- Trends in B2B Marketing (8 Hours) (C05)</b>
Managing service for Business Markets, Ethics as strategy in B2B selling. Use of technology and AI. Sustainable production as a strategic intervention for profit maximization.

### Practical Component:

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	Interview a manager of a company involved into B2B and prepare a report on the different distribution channel used by them.
<b>2</b>	Analyze Product Life Cycle of few Products.
<b>3</b>	Examine the marketing strategies/planning used B2B companies

**Assignment Component:**

Sl No	Topic
1	Prepare a report on the application of new technologies in the B2B
2	Narrate a case conflict between the channel member and the possible solution.
3	Mention the a SWOT analysis of Industrial products and services of various sectors.

**Course Outcomes** At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand the B2B market from domestic and global scenario
<b>CO2</b>	Apply the Marketing strategies to foster the B2B functionality.
<b>CO3</b>	Evaluate the B2B market segmentations.
<b>CO4</b>	Examine the different distribution channel for B2B market.
<b>CO5</b>	Discuss the Technological (AI) interventions in B2B market.

**PO-CO MAPPING**

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>CO1</b>	X									
<b>CO2</b>	X									
<b>CO3</b>		X								
<b>CO4</b>	X									
<b>CO5</b>		X				X			X	

**Recommended Books**

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

**Reference Books**

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

**Semester III****Sales Management**

<b>Course Code</b>	<b>20MBAMM305</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:** The focus of the course is a set of interactive exercises and simulations topped - up with lectures and templates driven pedagogy. Managerial success requires agreement and collaboration with other people. This is certainly true for transactions between organizations and customers, and between investors and start-up companies.

**Course Objectives:** To enable students to become more effective in negotiations for a successful career in sales.

**Contents****MODULE 1- Sales Management Introduction (8 Hours) (CO1)**

Nature and importance of sales management, Dimensions of sales management, Lateral relationships of a Sales manager. Planning and organizing Sales Force. Estimating market potential and forecasting sales. Importance and definitions of Sales forecasting methods-quantitative and qualitative techniques. Organizing the sales force --Nature and characteristics, Basic types of organization, Specialization within sales department.

**MODULE 2- ( 7 Hours) (CO2)**

Sales Force Staffing Process: The planning phase, The recruiting phase - The selection phase- Hiring and assimilation Phase.

Directing the Sales force: Time and territory management --Objectives and criteria for territory formation, Sales territories design, Time management, Routing and scheduling

**MODULE 3- (8 Hours) (CO3)**

Sales quotas and compensation: Purpose, Types of quotas, Administration of quotas, Objectives of a compensation plan, Developing the compensation plans-basic and combination, Trends in compensation plan.

Restructuring quotas due to changes in organization, product portfolio, and geographical coverage. Controlling and evaluating the sales force: Analysis of sales, costs and profitability, Budgeting, Sales analysis-Marketing cost analysis-Increasing sales force productivity.

**MODULE 4 - ( 8 Hours) (CO4)**

The different approaches-Benefit selling, Relationship selling, Stimulus response selling, Formula approach, Need satisfaction selling, Problem-solving selling, Consultative selling  
Selling process:-Preparation & Prospecting – Challenges of prospecting, qualifying leads, effective prospecting.

Sales Approach, Diagnosis and Solution generation.

Handling Objections: common customer objections, Reasons why prospects raise objections, Objection handling techniques and methods.

Closing call: Types of sales closures.

Sales Communication Skills: Sales communication & collaborative process, Questioning, Active listening, Body language

Sales presentation: presentation planning & format, organized presentations, sales reports

**MODULE 5- (8 Hours) (CO5)**

Understanding negotiation: What is negotiation, Rules of negotiation, behaviors of successful negotiators, Negotiation styles. Negotiation tactics & counter measures: Common

negotiation tactics, dealing with tough negotiators. Building a Personal Brand. Inside Sales  
Self-learning mode: Cross cultural negotiations & Negotiation ethics . Distribution network in sales management- meaning, types and model.

### Practical Component:

SI No	Topic
1	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.
2	Make a presentation on any product or the services of student choice, covering selling strategies.
3	Assume yourself as the sales manager of a company and make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization

### Assignment Component:

SI No	Topic
1	Identify the challenges/problems of the people in sales.
2	Examine the different methods used for safety or security of internet trading. You have to analyze different methods and recommend a method for your company
3	Explain the different compensation plan applicable in sales of the organisation.

### Course Outcomes

At the end of the Course, the Student will be able to:

CO1	Understand the strategic role, sales function plays as part of overall marketing strategy.
CO2	Create value and execute sales deals with efficiency and effectiveness
CO3	Evaluate the attributes of an effective sales professional and negotiators.
CO4	Develop a plan for organizing staffing & training sales force.
CO5	Acquire strategic thought process and competencies related to sales.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
CO1	X									
CO2		X		X						
CO3		X								
CO4	X						X			
CO5		X							X	

### Recommended Books

- Charles ,Sales Management , Futrell, 6/e, Thomson South Western, 2003.
- Tapan K. Panda & Sunil Sahadev, Sales & Distribution Management, 6/e, OxfordUniversity Press.
- Spiro Stanton Rich, Managing of Sales Force 11/e, TMH, 2003

### Reference Books

- Dr.S.L Gupta,Sales & Retail Management, an Indian perspective , 1/e, Excel Books,2007.
- P.K Sahu & K C Raut, Salesmanship and Sales Management-, 3/e, Vikas PublishingHouse3.

- Douglas J Dalrymple, William L Crowe ,Sales Management- -John Wiley & Co.

<b>Semester III</b>			
<b>Retail Marketing</b>			
<b>Course Code</b>	<b>20MBAMM306</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:** Retail marketing is application of marketing functions in distribution of goods to the customers. Organized retail is not just selling of goods, it embraces activities of marketing like grading packing, promotion and advertisements and show casing variety of goods, at reasonable price with offers like discount, credit. Retail Marketing provides convenience, comfort in shopping in place or medium that is convenient to the consumer. Retail marketing includes set of functions like transportation, banking, insurance, warehousing and promotion. The main purpose is to deliver the goods to the people that can result in customer satisfaction. Studying Retail Marketing can facilitate the students to get involved in marketing and selling of products and services effectively.

**Course Objectives:**

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

<b>Contents</b>
<b>MODULE 1- World of Retail ( 8 Hours) (CO1)</b>
Historical Perspective, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.
<b>MODULE 2- Retail Audit and ethics in Retailing ( 8 Hours) (CO2)</b>
Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism. Theories of Retailing: Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory.
<b>MODULE 3 – Retail Market Strategy (12 Hours) (CO3)</b>
Retail Market Strategy, Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of good store Design.) – Human Resource Management, Information Systems and supply chain management & Logistics. Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.
<b>MODULE 4 – Store management and Visual Merchandising (14 Hours) (CO4)</b>
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 - Relationship Marketing & International Retailing (14Hours) (C05)**

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.

#### **Practical Component:**

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	Students can Interview a salesperson in a retail store and write a brief report about their jobs, consumer buying behaviour and pattern, customer touch points and etc,
<b>2</b>	Students can go to a small retail 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.
<b>3</b>	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
<b>4</b>	Students can go to at least three kirana stores in neighbourhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc.

#### **Assignment Component:**

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	Discuss Customer Buying Behaviour and role of modern global retailing
<b>2</b>	Analyse Retail Market Strategy - Financial Strategy - Site & Locations strategy
<b>3</b>	Apply Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques
<b>4</b>	Examine Trends in Retail Research, Areas of Retail Research and Customer Audits,

**Course Outcomes** At the end of the Course, the Student will be able to:

<b>C01</b>	Understand contemporary retail management, issues, and strategies
<b>C02</b>	Apply retail pricing strategies and PR Tools.
<b>C03</b>	Evaluate the recent trends in retailing and its impact in the success of modern business.
<b>C04</b>	Examine challenges of emerging retail marketing compare with digital marketing
<b>C05</b>	Discuss store management and visual merchandising practices for effective retailing.

## PO-CO MAPPING

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
CO										
CO1	X									
CO2	X									
CO3		X								
CO4				X						
CO5		X							X	

### Recommended Books

- Levy & Weitz, Retail Management - 8/e, TMH, 2012.
- Chetan Bajaj, Retail Management - Oxford University press.
- James R Carver, Patrick m Dunne, Robert F Lusch, Retailing, 8/e.

### Reference Books

- James R. Ogden & Denise Trodden, Integrated Retail Management - Biztantra, Latest Edition.
- Retail Marketing Management - 2/e, Pearson Education
- Barry Berman, Joel R. Evans, Retail Management: A Strategic Approach - Pearson.
- Dr. Harjith Singh, Retail Management, Global perspective, 3<sup>rd</sup> Revised Edition, S.Chand

## SEMESTER III

### Financial Management Electives

Semester III			
Investment Management			
Course Code	20MBAFM301	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (2-0-2)	SEE Duration	3 Hours

### Course Overview:

Investing surplus funds for generating some returns is common among individuals and organizations. When a business enterprise has idle funds for a certain period of time, it is prudent on the part of the enterprise to invest it wisely and generate decent returns, the onus of which lies on finance manager. Hence, it is essential for finance professional to have knowledge on the process of making and managing investments. This course entitled "Investment Management" is introduced to orient a finance professional regarding the process of making and managing investments.

### Course Objectives:

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.



## Contents

### MODULE 1- BASICS OF INVESTMENTS (5 Hours) (CO1)

Concepts of investments, Investment Vs Speculation, Gambling and Arbitrage: Forms of investment-investment in physical and financial assets; investment alternatives, investment objectives, constraints; investment process: direct and indirect investment. Macro-economic factors influencing investment, Investment environment in India.

### MODULE 2- RISK AND RETURN (10 Hours) (CO2)

Concept of Risk; Sources of Risk, Types of Risk-Systematic and unsystematic Risk; Risk Aversion. Measurement of Risk- Standard Deviation, Coefficient of variation; Beta as a measure of Risk. Concept of Return. Measurement of Return; Relative Return, expected value and measuring Return over multiple periods.

### MODULE 3- SECURITY ANALYSIS (8 Hours) (CO3)

Fundamental Analysis: E-I-C approach. Variables used in E-I-C analysis. Technical Analysis: Basic tenets and Premises of Technical Analysis; Dow theory and Elliott wave theory; Price and volume charts, Price pattern analysis, Market indicators, Weakness and shortcomings of Technical Analysis. Technical Analysis Vs Fundamental Analysis. Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

### MODULE 4 - PORTFOLIO ANALYSIS AND MANAGEMENT (8 Hours) (CO4)

Diversification and Portfolio Risk; Measurement of Portfolio Risk and Return: Elements of Portfolio Management, Portfolio Analysis and Portfolio Selection, Portfolio Models –Markowitz Model, Diversification, Efficient Frontier and Selection of Optimal Portfolio. Markowitz Portfolio Risk and Return. Sharpe Single Index Model- Concept of alpha and Beta- Corner Portfolio, Sharpe's Portfolio Risk and Return, Portfolio optimization and selection.

### MODULE 5- CAPITAL MARKET THEORY (8 Hours) (CO5)

Capital Asset Pricing Model, Capital Market Line and Security Market Line – Applications of Security Market Line, Empirical Evidence of Capital Asset Pricing Model, Beta of CAPM, Arbitrage Pricing Theory, Building of Arbitrage Portfolio, Return Generating process, Factor Model.

**Theory-30% Problems-70%**

**Cases: Cases shall be dealt in Problems on Portfolio Risk and Return. Portfolio optimization and selection.**

#### **Practical Component:**

SI No	Topic
1	Portfolio Risk and Return
2	Selection of Optimal Portfolio
3	Sharpe Single Index Model

#### **Assignment Component:**

SI No	Topic
1	Investment Vs Speculation, Gambling and Arbitrage
2	Investment environment in India
3	Fundamental Analysis & Technical Analysis

## Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	How to define investment goals and constraints.
<b>C02</b>	Identifying investment alternatives
<b>C03</b>	Choosing the best / suitable alternatives.
<b>C04</b>	How to construct a portfolio
<b>C05</b>	Portfolio management

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>								X		
<b>C02</b>	X	X							X	
<b>C03</b>		X				X		X		
<b>C04</b>		X				X				X
<b>C05</b>		X				X		X	X	

### Recommended Books

1. Punithavathy Pandian, (2007); "Security Analysis and Portfolio Management", Vikas Publishing House Private Limited, Fifth Reprint Edition, 2018.
2. Reily and Brown (2007); "Investment Analysis and Portfolio Management", Thomson South Western, 8th Edition, First Indian Reprint, 2019
3. Fischer, E Donald and Jordan, J Ronald (2005); "Security Analysis and Portfolio Management", Prentice Hall of India Private Ltd., 6th Edition.

### Reference Books

1. Haugen Robert (2003); "Modern Investment Theory", Pearson Education, 5th Edition.
2. Bhalla, V.K. (2006); "Investment Management", S. Chand; 12th Edition.
3. Hirschey and Nofsinger (2008); "Investments – Analysis and Behaviour", Tata McGraw Hill Publishing Company Limited, Special Indian Edition.

<b>Semester III</b>			
<b>Mergers, Acquisitions and Corporate Restructuring</b>			
<b>Course Code</b>	<b>20MBAFM302</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:** This course provides conceptual framework of Mergers, Acquisitions and Corporate Restructure in India. The course enables the students to have an understanding of accounting aspects of Amalgamation.

### Course Objectives:

- To understand various concepts and terminologies used in mergers and acquisition.
- To explain and critically evaluate M&A with its different classifications, strategies, theories, synergy etc.
- To apply and analyse financial evaluation and accounting aspects of M&A.

## Contents

### MODULE 1- Introduction of M & A (7 Hours) (C01)

Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy-SWOT analysis- BCG matrix. (Theory).

### MODULE 2- Merger Process (7 Hours) (C02)

Procedure for effecting M & A-Five-stage model–Due diligence– Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration. (Theory).

### MODULE 3- Accounting aspects of Amalgamation (12 Hours) (C03)

Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).

### MODULE 4 - Acquisitions/Takeovers (6 Hours) (C04)

Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002 Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).

### MODULE 5- Corporate Restructuring (7 Hours) (C05)

Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).

**Theory-80% Problems-20%**

**Cases: Cases shall be dealt Problems in Module 3**

**Assignment Component:**

Sl No	Topic
1	Application of BCG Matrix on any one company and categorizing the product under the same
2	Problems on Accounting aspects of Amalgamation
3	Collect the details on types of Corporate Restructuring and present the same

### Course Outcomes

At the end of the Course, the Student will be able to:

C01	Analyze Mergers & Acquisitions with its different classifications, strategies, theories, and Synergy.
C02	Explain the merger procedure and process
C03	Estimate the financial evaluation of Mergers & Acquisitions
C04	Make use of Legal aspects of M & A
C05	Discuss the different types of Corporate Restructuring

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
CO1	X							X		X
CO2	X							X		
CO3	X		X						X	
CO4	X									X
CO5	X							X		X

#### Recommended Books

- Rabi Narayan Kar and Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Taxmanns.
- Sheeba Kapil and Kanwal N. Kapil, Mergers and Acquisitions, Wiley.
- Machiraju H.R, Mergers, Acquisitions and Takeovers, New Age International (P) Ltd., New Delhi 2003

#### Reference Books

- Ramanujam S, Mergers etal.-Issues, Implications, and Case Law in Corporate Restructuring, Tata McGraw Hill Publishing House, 2000.
- Weston, Takeovers, Restructuring and Corporate Governance, Mitchell and Mulherin, 4th Edition, Pearson Education, 2003

Semester III			
Cost Management			
Course Code	20MBAFM303	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (2-0-2)	SEE Duration	3 Hours

**Course Overview:-** This course provides conceptual framework of Cost management. The course enables the students to have an understanding of traditional and modern method of absorption of cost.

#### Course Objectives:

- To understand various concepts and terminologies used in cost management
- To explain and critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc.
- To apply and analyse various costing methods and techniques mentioned above

#### MODULE 1- Introduction to Cost Management (5 Hours) (CO1)

Meaning of cost and cost management - Cost accounting vs Cost Management - Classification of costs-Methods and techniques of costing- Preparation of cost sheet (Numerical problems on cost sheet).

#### MODULE 2- Overheads (10 Hours) (CO2)

Classification of overheads -Cost allocation and cost apportionment-Primary and secondary distribution of overheads -Simultaneous equation method (Numerical problems on both primary

and secondary distribution)- Absorption of Overheads-Under and over absorption of overheads (Only theory).

### **MODULE 3- Marginal Costing (8 Hours) (C03)**

Meaning, advantages and disadvantages of Marginal costing -Marginal cost techniques-Break Even Point (including chart), P/V Ratio and Margin of Safety-Applications of marginal costing technique (All types of numerical problems)-Differential Cost Analysis (Only theory).

### **MODULE 4 - Budgetary Control and Standard Costing (8 Hours) (C04)**

Meaning and objectives of budgetary control -Types of budgets (Purchase budget, production budget, sales budget and master budget). (Numerical problems only on production and flexible budget). Standard Costing: Meaning of standard costing and variance analysis and its comparison with budgetary control (Numerical problems only on material and labour cost variances).

### **MODULE 5- Activity Based Costing (ABC) (8 Hours) (C05)**

Meaning of Activity based costing and its comparison with traditional costing-Cost drivers- Unit level, batch level, product level and facility level cost-Advantages and disadvantages of ABC (Numerical problems on cost analysis under ABC).

**Theory-30% Problems-70%**

**Cases: Cases shall be dealt in Numerical problems only on production and flexible budget**

#### **Practical Component:**

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	Material and labour cost variances
<b>2</b>	Cost analysis under ABC
<b>3</b>	Primary and secondary distribution

#### **Assignment Component:**

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	Under and over absorption of overheads
<b>2</b>	Classification of costs
<b>3</b>	Differential Cost Analysis

#### **Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand various cost methods and techniques with their features, merits and demerits).
<b>C02</b>	Demonstrate the application of cost sheet, marginal costing, budgetary control techniques, Activity based costing etc. with numerical problems.
<b>C03</b>	Analyse the results after applying various costing methods and techniques.
<b>C04</b>	Critically evaluate all traditional and non-traditional costing methods such as absorption costing, marginal costing and activity based costing.

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
C01										X
C02	X	X					X	X		X
C03		X							X	
C04		X								X
C05		X						X		X

### Recommended Books

1. Khan M. Y and Jain P. K, Management Accounting, 6th Edition, McGraw Hill, 2012.
2. Arora M. N, A Text book of Cost and Management Accounting, 11<sup>th</sup> Edition, Vikas

### Reference Books

1. James Jiambalvo, Managerial Accounting, 4nd Edition, Wiley India Pvt. Ltd.
2. Jawaharlal, & Seema Srivastava, Cost Accounting, 4th Edition, TMH .

Semester III			
Advanced Financial Management			
Course Code	20MBAFM304	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

### Course Overview:

This course introduces students to the concepts and theories of financial management that underlie the techniques which are offered as support for the understanding, evaluation and resolution of financial managers' problems. This course provides the knowledge base for understanding in-depth the principles and techniques of business finance. The syllabus covers all the aspects related to financial management principles and skills so, as to provide a holistic understanding of the subject. The primary objective is to provide a framework, concepts and tools for analyzing financial decisions based on fundamental principles of modern financial theory.

Prerequisite: As a prerequisite, student should know basics of finance- source of finance and time value of money concepts.

### Course Objectives:

- To understand various concepts, tools & techniques of financial management
- To understand the concept capital structure and capital structure theories.
- To assess the dividend policy of the firm.
- To inculcate conceptual knowledge about cash management models and credit management
- To inculcate the conceptual knowledge about inventory management and strategies for revival sick units.

## Contents

### **MODULE 1- Capital Structure and Firm Value (10 Hours) (C01)**

Assumptions and Definitions; Net Income Approach; Net Operating Income Approach; Traditional Position; Modigliani and Miller Position Taxation and Capital Structure; Guidelines for Capital Structure Planning. (Theory & Problems).

### **MODULE 2- Dividend Policy and Firm Value (6 Hours) (C02)**

Why Firms Pay Dividends; Legal and Procedural Aspects; Bonus Shares and Stock Splits; Share Buybacks and Valuation; Dividend Policies in Practice; Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Models. (Theory & Problems).

### **MODULE 3-Credit & Cash Management (12 Hours) (C03)**

Credit Management: Objectives of trade credit, credit policies. Control and collection of accounts receivables, role of factoring in receivables management.

Cash Management: aspects of cash management, motives for holding cash and marketable securities, Cash Management Models, Strategies for managing surplus funds, Cash Budget. (Theory & Problems).

### **MODULE 4 -Inventory Management (7 Hours) (C04)**

Inventory Management - Determination of inventory control levels, ordering, reordering, danger level, EOQ model, Pricing of raw material, Monitoring and control of inventories, ABC Analysis (Theory & Problems).

### **MODULE 5- Financial Management in Sick Units & Financial Modelling (4 Hours) (C05)**

Definition of sickness, causes, symptoms, predictions, revival strategies, Debt Restructuring, Turnaround Stories.

**Financial Modelling:** Overview of Financial Modelling, Types of Financial Models - building financial model, Forecasting, valuation & report writing. (Theory)

**75% Problems, 25% Theory**

**Cases: Cases shall be dealt in Cash management, Capital Structure & Inventory management.**

#### **Practical Component:**

SI No	Topic
1	Study the various Components of capital structure of Banking Companies.
2	List out important factors that are used in assessing credit worthiness.
3	Revival and Restructuring of Sick Industries: An Analysis
4	Explore various stock control techniques in the company

#### **Assignment Component:**

SI No	Topic
1	Download company annual report and analyse it with capital structure ratios.
2	How does the decision on granting credits affect the finance of the company?
3	Understand how banks help different companies in collection management float.
4	Study of Inventory Management system in FMCG & Textile sector. Analysing the similarities and differences.
5	Study the factoring services offered by different financial Institutions

## Course Outcomes

At the end of the Course, the Student will be able to:

<b>CO1</b>	Apply various financial management decisions in their business.
<b>CO2</b>	Analyze risks involved and thereby assess optimal capital structure and dividends in various project decisions
<b>CO3</b>	Demonstrate the conceptual application of various liquidity management dimensions through cash & Credit management
<b>CO4</b>	Apply the various Inventory Management Techniques in the decision making process.
<b>CO5</b>	Understand various contemporary issues in managing business/sick units

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO										
CO1	X	X								X
CO2		X			X			X		X
CO3		X				X			X	
CO4			X							X
CO5			X					X		X

### Recommended Books

1. Prasanna Chandra, Financial Management -, 9/e, TMH 2019.
2. Khan M. Y.& Jain P. K, Financial Management, 7/e, TMH 2020.
3. I M Pandey, Financial Management, 11th Edition, Vikas Publishing House 2017.

### Reference Books

1. Brigham & Ehrhardt, Financial Management: Theory & Practice - 10/e, Cengage Learning, 2008.
2. Ross, Westfield & Jaffe, Corporate Finance,- TMH - 8/e, 2015
3. Pandey & Bhatt, Cases in Financial Management - 2/e, TMH, 2015
4. Satish B Mathur, Financial Management: Theory and Practice - 1/e, Trinity press publications, 2015.

Semester III			
Principles and Practices of Banking			
Course Code	20MBAFM305	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

### Course Overview:

Principles and Practices of Banking is a comprehensive study of finance as a subject and has been put together for students who aspire for careers in banking and intend to appear for banking examinations or work in the financial sector.

### Course Objectives:

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



- To discuss the Asset Liability Management in banks

<b>Contents</b>
<b>MODULE 1- Banking system and structure in India (5 Hours) (C01)</b>
Evolution of Indian Banks-Types of banks - Public Sector, Regional Banks, and 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.
<b>MODULE 2- (10 Hours) (C02)</b>
<b>Banker and customer</b> – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters. <b>Customers` accounts with banks</b> – Opening- operation – KYC norms and operation –Types of accounts and customers – Nomination – Settlement of death claims. <b>The Negotiable Instruments Act 1881:</b> The Paying Banker and The Collecting Banker- Negligence- Bills of exchange and promissory note-Discharge of Negotiable instruments- Hundis.
<b>MODULE 3- (8 Hours) (C03)</b>
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.
<b>MODULE 4 - (8 Hours) (C04)</b>
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.
<b>MODULE 5- (8 Hours) (C05)</b>
Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment

### **Assignment Component:**

Sl No	Topic
1	Banking system and structure in India
2	ECS- EFT – NEFT-RTGS
3	The Negotiable Instruments Act 1881

### **Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the banking system in India
<b>C02</b>	Know the nature of banker – customer relationship.
<b>C03</b>	Make use of Negotiable instruments practically
<b>C04</b>	Have familiarity in using banking technologies like internet banking, Mobile banking, NEFT, ECS etc.
<b>C05</b>	Understand the concept of international banking and management of asset and liability in banks

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO	PSO	PSO
CO								1	2	3
C01										X
C02	X	X						X		X
C03		X				X			X	
C04		X		X						X
C05		X			X			X		X

**Recommended Books** Macmillan, Principles and practices of Banking - IIBF, 2/e, New Delhi.

- Jyothsna Sethi & Nishwan Bhatia, Elements of Banking & Insurance – PHI, 2009.
- Timothy, & S. Scott, Bank Management - Koch W, Cengage Learning, New Delhi

### Reference Books

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

Semester III			
<b>Corporate Valuation</b>			
<b>Course Code</b>	<b>20MBAFM306</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (2-0-2)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

This course provides conceptual framework of Corporate Valuation and the different approaches use to find the value of the firm. The course enables the students to have an understanding of IPOs, M&As, Bankruptcy cases.

### Course 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 understand the valuation in the contexts of IPOs, M&As, Bankruptcy cases

Contents
<b>MODULE 1- Corporate valuation-an Overview (10 Hours) (C01)</b>
Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model Economic profit model-Applicability and Limitations of DCF analysis (Theory and problems).

**MODULE 2- Non DCF approaches to valuation (10 Hours) (CO2)**

Book value approach, Adjusted book value approach, Stock and debt approach (numerical problems in each of the methods). Market efficiency and valuation. Call option based valuation (theory only because Numerical problems on Black and Scholes – Binomial methods are considered in Derivatives). Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative evaluation. (Theory and problems).

**MODULE 3- Advanced issues in valuation (8 Hours) (CO3)**

Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands, WACCVs Flow to equity method. (Theory and problems).

**MODULE 4 – Value Based Management (5 Hours) (CO4)**

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

**MODULE 5 - Case Studies in Valuation & Value Enhancement (6 Hours) (CO5)**

Bharat Hotels Company, Bharat Heavy Electricals Limited. (BHEL), Bhoruka Power Co-operation Ltd, Sasken Communication Technologies. Cadmin Pharma, Valuation of Infosys Brand, Valuation of Ebay, Challenges in Valuing technology companies, Writing the Valuation Report, The Challenge of Value Enhancement.

**Theory-50% Problems-50%**

**Cases: Cases shall be dealt in Problems on Enterprise DCF Model**

**Practical Component:**

Sl No	Topic
1	Problems based on Enterprise DCF Model
2	Problems based on Relative approach
3	Problem solving on Advanced issues in Valuation

**Assignment Component:**

Sl No	Topic
1	Enterprise DCF Model
2	Relative approach
3	Advanced issues in Valuation

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand corporate valuation and valuation process
<b>CO2</b>	Familiarize with the standard techniques of corporate valuation.
<b>CO3</b>	Develop analytical skills relevant for corporate evaluation and value based management
<b>CO4</b>	Critically evaluate IPOs, M&As, Bankruptcy cases.
<b>CO5</b>	Evaluate different approach in Value based management

**PO-CO MAPPING**

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO 3
CO										
CO1	X									X
CO2			X					X		X

C03					X				X	
C04				X						X
C05								X		X

### Recommended Books

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

### Reference Books

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

## SEMESTER III HUMAN RESOURCE MANAGEMENT

Semester III			
Recruitment and Selection			
Course Code	20MBAHR301	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

### Course Overview:

In a highly competitive business world, an organization's staff can determine whether a company profits or perishes, hence recruitment and selection is a very essential HR function. The role of recruitment and selection is examined in relation to an organization's overall profitability or viability. Through a blend of theory and application, the course introduces students to a wide range of techniques, approaches, issues, principles, practices and trends in recruitment and selection.

### Course Objectives:

- To enable students to understand and apply the principles of recruitment and Selection in the industry.
- To provide insights on various approaches & methods in recruitment
- To gain understanding of the latest Selection tests in the corporate sector.
- To Enable students with knowledge of interviewing, testing, reference checking and appointment orders in job recruitment and selection

### Contents

#### MODULE 1 – Job Analysis ( 7 Hours) (C01)

**Job Analysis:** Methods of job analysis: Job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique.

**Hiring:** Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing

#### MODULE 2 – Internal Hiring ( 7 Hours) (C02)

**Hiring Internally:** Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion. Latest trends in internal hiring.

#### MODULE 3 – External Hiring ( 9 Hours) (C03)

**Hiring Externally:** 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, reach, and quality of applicant pool. Latest trends in external hiring

#### **MODULE 4 – Screening ( 7 Hours) (C04)**

**Screening:** Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: Behavioral approach to recruitment: spotting personality patterns, Predicting the future, Pinning down what is needed: targeted interviewing, focusing on behaviour, Identifying the ingredients of success: the winning candidate’s profile, challenges in the Interview

#### **MODULE 5 – Types of Tests (9 Hours) (C05)**

**Testing:** Types: Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer, proficiency test, latest trends in testing.

**Reference Checking:** Verification of character, criminal antecedents, previous work behavior and education qualifications.

Appointment orders: Contents of appointment letter.

#### **Practical Component:**

Sl No	Topic
1	Role play: Students can do the role play for the entire process of hiring and selecting for 3 selected roles in a specific industry.
2	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.
3	Students can design two Job posting advertisements for Newspapers for HR/ Finance/Marketing profiles.
4	Obtain online access to the resume data base of Naukri.com or Monsterindia.com to search and download five resumes for given positions.

#### **Assignment Component:**

Sl No	Topic
1	Students can select and analyse any three Job posting advertisements in Newspapers to know more about job description and job specification.
2	Prepare a report on advantages and disadvantages of hiring external and Internal for the selected jobs like Police Constable, Doctor, CEO, Mechanical Engineer, Professor etc.,
3	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.
4	Students can be asked to design their own CVs in an effective manner.

#### **Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand Job analysis & nature of hiring.
<b>C02</b>	Apply the techniques of internal hiring for effective internal recruitment.
<b>C03</b>	Evaluate the various external sources of recruitment.
<b>C04</b>	Examine a candidates profile to suit a given job.
<b>C05</b>	Discuss the latest techniques used in testing the candidates for hiring.

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
CO1	X		X							
CO2	X			X					X	
CO3		X								
CO4		X								
CO5					X					

### Recommended Books

1. Robert D. Gatewood and Hubert S. I, Human Resource Selection, South western Cengage Learning, Mason, Ohio, 2001.
2. Herbert G. Heneman III, Timothy A. Judge, Staffing Organization, 5th Edition, McGraw Hill International.
3. Routledge, Recruitment and Selection, Elearn, Revised Edition, 2009, ISBN: 1136369317, 9781136369315.

### Reference Books

1. Lilly M Berry, Employee Selection, 1 edition, Cengage Learning, 2002, ISBN 13-978- 0534580957.
2. Douglas H.Reynolds, John A. Weiner, Online Recruiting and Selection: Innovations in Talent Acquisition, John Wiley & Sons, 2009, ISBN: 1444315951, 9781444315950.
3. R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, Effective Recruitment and Selection Practices, CCH Australia Limited, 2009, ISBN: 1921485779, 9781921485770.

Semester III			
Contemporary Employee Relations			
<b>Course Code</b>	<b>20MBAHR302</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

The primary objective of this course is to make students aware of the conceptual basis for IR. The collective bargaining process concept for effectively managing and administering the agreements. The concepts related to negotiation and grievance procedures for problem solving and reaching agreements between unions with a focus on creating a good ambience in the workplace. The understanding of the Industrial legislations for maintaining good employment relations.

### Course Objectives:

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

Contents
<b>MODULE 1- (6 Hours) (CO1)</b>
<b>Introduction:</b> 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-(7 Hours) (C02)**

**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- (6 Hours) (C03)**

**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 -(6 Hours) (C04)**

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

**MODULE 5-(14 Hours) (C05)**

**Industrial Legislations: Only basic objectives and major provisions of the following legislations:**

Industrial Employment (Standing orders) Act, 1946, Employees' State Insurance (ESI) Act, 1948, Maternity Benefit Act, 1961, Contract Labour Act

Shops and Establishments Act, Child Labour (Prohibition & Regulation) Act, 1986, Industrial disputes act of 1947,

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

**Practical Component:**

Sl No	Topic
1	Meet HR Manager and discuss the statutory and non-statutory measure

**Assignment Component:**

Sl No	Topic
1	Visit any Organisation and discuss the applicability of Laws at the workplace

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the insights of IR practices in the industry
<b>C02</b>	Apply the principles of IR.
<b>C03</b>	Evaluate the grievance and suggest suitable measures for good outcomes
<b>C04</b>	Examine the implications of various industrial acts.
<b>C05</b>	Discuss knowledge related to employee-management relations



**PO-CO MAPPING**

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
C01				X						
C02		X							X	
C03					X			X		
C04	X									X
C05	X									

**Recommended Books**

1. P N Singh, Singh P. N, Employee Relations Management, Pearson Publications, 2011.
2. Mamoria & Mamoria, Dynamics of Industrial Relations, Himalaya Publications, 2012
3. Aquinas, Human Resource Management Principles & Practice, Vikas Publication.

**Reference Books**

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

**Semester III**

**Compensation Management and Reward System**

<b>Course Code</b>	<b>20MBAHR303</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:**

Compensation and benefits refer to the compensation/salary/ Rewards and other monetary and non-monetary benefits passed on by a firm to its employees. Compensation and benefits is an important aspect of HRM as it helps to keep the workforce motivated. It helps give benefits to employees based on their performance and actions and brings the best out the employees at workplace. This course enables the students to study the compensation system in practice and them to design pay structure and benefits for the employee welfare.

**Course Objectives:**

- To enable the students to understand the latest compensation components and tools in the corporate sector.
- To know the theoretical and practical developments in the area of compensation, rewards and benefits.
- To discuss the strategic importance of compensation for the achievement of organizational goals.
- To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.
- 

**Contents**

**MODULE 1- ( 6 Hours) (C01)**

**Introduction to Compensation:** Definition - concepts of Compensation- Components- Compensation Responsibilities – Compensation System Design Issues – Types of Compensation Management - - Compensation Approaches Challenges in compensation Management. Compensation management process. Skills and competence. Concept and rationale of employee welfare



## MODULE 2-( 10 Hours) (CO2)

**Strategic Compensation Planning:** Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix - The Pay Model, Strategic Pay Policies – Best Practices vs. Best Fit Options

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure – various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans

## MODULE 3- ( 10 Hours) (CO3)

**Understanding Wages:** Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations.

Rewards: Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems - The Minimum Wages Act, 1948. Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work. Wage Boards - Pay Commissions

## MODULE 4 -(7 Hours) (CO4)

**Employee Benefits** – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes – Employee Benefit Programmes – Security Benefits Creating a Work Life Setting – Designing Benefit Packages. Tools: Excel for wage calculation and TDS System (basic) – The Payment of Bonus Act, 1965 :Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees

## MODULE 5-( 6 Hours ) (CO5)

**Performance Based Compensation System:** Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups. Positive & negative incentives, Fringe Benefits, Types of individual incentives: incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity.

Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan,

Legal & Administrative Issues in Compensation :Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay

### Practical Component:

Sl No	Topic
1	Students in a group of 4-5 should Visit some standard organisations to study and observe compensation and salary structure of their choice and present. <i>This activity shall need 2 sessions for each group. In one session briefing can be done and in next presentations from selected groups can be made</i>
2	Students in a group of 4-5 will be asked to collect and present in a class room about international compensation system with comparison of India. <i>This activity shall need 2 sessions for each group. In one session briefing can be done and in next presentations from selected groups can be made</i>

3	Students can take any top 3 companies pay structure and discuss positives and negatives with comparative analysis
4	Students can discuss Govt. and private pay system on emerging work environment

### Assignment Component:

Sl No	Topic
1	Basic components of compensation, approaches and challenges in emerging industrial environment
2	Designing internal and external pay structure
3	Analyse Incentives, bonus and Executive Compensation Plan and Packages
4	Legal & Administrative Issues in Compensation , Legal Constraints on Pay Systems – The Minimum Wages Act, 1948

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand the significance of compensation and rewards for employee motivation
<b>CO2</b>	Apply salary, Compensation and reward implementation policies
<b>CO3</b>	Evaluate - original framework and model in dealing with compensation problems in the organization
<b>CO4</b>	Examine the compensation strategies for attraction, motivation and Retaining high quality workforce.
<b>CO5</b>	Discuss the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>CO1</b>	X				X			X		
<b>CO2</b>			X						X	
<b>CO3</b>		X								
<b>CO4</b>	X									
<b>CO5</b>				X	X					X

### Recommended Books

1. Bashker D. Biswas, Employee Benefits Design and Compensation, FT Press; 1 edition (29 May 2014),
2. Martocchio J. J, Strategic Compensation, Pearson Education,2014.
3. Gerhart B &Rynes S L, Compensation, Sage Publishers, 2013

### Reference Books

1. Bergmann Thomas J, Compensation Decision Making, Cengage Learning, Inc., 2012
2. Michael Armstrong, Employee Reward, Universities Press, 2009
3. Milkovich G. T, Newman J .M, & Venkataratnam C. S, Compensation- McGraw hill Irwin, 2009

### Semester III

#### Organisation Structure, Process and Design

<b>Course Code</b>	<b>20MBAHR304</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

#### Course Overview:

This course covers organizational design and behavior from both a macro and a micro perspective. Individuals do not behave independently of the organizational structure in which they perform. Thus, an understanding of both the macro and micro perspectives and how these two perspectives interrelate are essential for understanding organizations and their effective management.

#### Course Objectives:

- Explore the nature of organizations and organization theories of today.
- To integrate contemporary problems about organization design with classic ideas and theories
- Helping students learn to design organizations for an environment characterized by uncertainty; a renewed emphasis on innovation; public demands for stronger ethics and social responsibility

#### Contents

##### MODULE 1- ( 8 Hours) (CO1)

**The Organization and Theory:** Importance, Dimensions of Organisation Design-Structural and Contextual, Evolution of Organization Theory and Design, Configuration-Mintzberg's types, Contemporary Design Ideas. Efficient Performance v/s Learning Organization-Vertical to Horizontal, Routine tasks to empowered roles, formal control system to shared information, competitive to collaborative strategy, rigid to adaptative culture.  
**Fundamentals of Organization Structure:** Information Sharing perspective, Types of Structure, Hybrid Structure, Application of Structural Design

##### MODULE 2-(6 Hours) (CO2)

**Strategy, Design and Effectiveness:** Role of Strategic Design-Framework of selecting strategy: Porter's Competitive forces Organizational Purpose, Framework for Strategy and Design, Assessing Organizational Effectiveness, Traditional effectiveness Approaches-Goal Indicators, Resources based indicators, internal process indicators, Balance Scorecard approaches to effectiveness, Design Essentials

##### MODULE 3- (8 Hours) (CO3)

**Open System Design Elements:** External Environment-Organization's environment-Task, General, International, Adapting to changing environment: Adding positions and department, Changing role of Management, Inter organizational Framework, Resource dependence: Supply chain relationship, Power implication, Designing Organisation for International Environment: Motivations for global expansions-Stages of International Development-Expansion through Strategic alliances; Designing structure to fit global Strategy: Model of Global v/s local opportunities, International division, Product Division structure, Geographic structure

##### MODULE 4 -( 10 Hours) (CO4)

**Internal Design Elements:** Manufacturing and Service Technologies-Core Organisation Manufacturing Technology, Contemporary Applications-Flexible Manufacturing System and Lean Manufacturing, Using IT for Coordination and Control: IT Evolution, Information for Decision making and Control, Organisation Size: Dilemmas of Big organisation, Life Cycle-Stages, Organisation structure during the life cycle: Size, bureaucracy and control

##### MODULE 5-(7 Hours) (CO5)

**Managing Dynamic Processes:** Organizational Culture-Emergence and purpose, Interpreting culture, Adaptability; Ethical Values and Social Responsibility: Sources of Individual ethical principles, Managerial ethics, CSR,

**Practical Component:**

SI No	Topic
1	Select one of the following situations to organize: <ul style="list-style-type: none"> <li>• A copy and print shop</li> <li>• A travel agency</li> <li>• A sports rental (such as Jet Skis or snowmobiles) in a resort area</li> <li>• A bakery</li> </ul> 1. What are the specific tasks to be completed to accomplish the mission? Based on the specifics in question 1, develop an organization chart. Each position in the chart will perform a specific task or is responsible for a certain outcome
2	Fortune 500 listed Companies are more than 100 years old which is rare. Discussing organizational characteristics to explain 100-year longevity.
3	Demonstrating strategic intent are Komatsu's vision to "Encircle Caterpillar," Canon's to "Beat Xerox,"
4	Discussing the primary ways in which design of service firms typically differ from that of product firms.

**Assignment Component:**

SI No	Topic
1	On the eve of the twenty-first century, Xerox Corporation seemed on top of the world, with fast-rising earnings, a soaring stock price, and a new line of computerized copier-printers that were technologically superior to rival products. Less than two years later, many considered Xerox a has-been, destined to fade into history. What went wrong at Xerox?
2	Based on what you know about the following organizations, how would you categorize them according to Mintzberg's Five Organizational Types: General Electric/ Facebook/ Toyota Motor Corporation/ Your college?
3	Assume you have been asked to calculate the ratio of staff employees to production employees in two organizations—one in a simple, stable environment and one in a complex, shifting environment. How would you expect these ratios to differ? Why?
4	Discuss some ways a large insurance company such as Allstate, Progressive, or State Farm might use Web 2.0 tools such as blogs, wikis, or social networking. Do you think these tools are more applicable to a service company than to a manufacturing organization? Discuss.

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand how contextual factors relate to organizational design choices.
<b>C02</b>	Apply the concept of Organisation Configuration for the achievement of organizational goals.
<b>C03</b>	Evaluate the impact of environmental factors on Organization.
<b>C04</b>	Examine the ability to design the Organization based on nature of Industry/Product//Technology.
<b>C05</b>	Discuss on developing change and improvement based on the organizational behavior

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO										
CO1	X									
CO2		X						X		
CO3			X							
CO4				X					X	
CO5				X						

### Recommended Books

1. Daft, R. L. (2013). Organization Theory and Design, 11<sup>th</sup> Edition. Cincinnati, OH: South-Western Publishing Co. ISBN0-324-59889-0
2. Robbins, S. & Judge. (2013). Essentials of Organizational Behavior, 12<sup>th</sup> Edition. Prentice Hall.
3. Wendell French, Cecil H. Bell, Veena, Jr, Organization Development, Behavioral Science Interventions for Organization Improvement, Pearson, PHI

### Reference Books

1. Organizational Change and Development- Kavitha Singh, Excel Books, 2010
2. Organizational, Design, and Change- Gareth R. Jones, 5th Edition, Pearson Education
3. K Harigopal, Management of Organizational Change -- Response BOOKS, 2001.

Semester III			
Strategic Human Resource Management			
<b>Course Code</b>	<b>20MBAHR305</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

The primary objective of this course is to make students aware of the strategic human resource activities. The concepts, processes for effectively and managing the organization for sustainability is emphasized. The concepts related to better understanding of an individual's performance and areas of improvement leading to personal development and talent retention with a focus on employee engagement are highlighted in the course.

### Course Objectives:

- Develop an understanding to describe and explain in her/his own words, the relevance and importance of Strategic Human Resources Management practices at workplace
- Analyse the inter-relatedness of HR activities in the organizations
- Inculcate skills of HRM for solving the complex issues and problems at the workplace
- Evaluate the importance of the human capital in organisation's and the importance of engaging them for creating a sustainable enterprise

Contents
<b>MODULE 1- ( 5 Hours) (CO1)</b>
<b>Talent Management:</b> Meaning and significance of talent management. Attracting and retaining talent, employer branding activities, inculcating performance culture, providing HR leadership to business.
<b>MODULE 2-( 8 Hours) (CO2)</b>

**Competency Mapping:** Features of competency methods, historical development, definitions, approaches to mapping, Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions. Methods of data collection for mapping-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview

**MODULE 3- (10 Hours) (C03)**

**Performance Management & Employee Development:** Performance management: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning. Performance goal setting, performance coaching and support

Employee development: Personal Development plans, 360 degree feedback as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

**MODULE 4 -( 6 Hours) (C04)**

**Employee Engagement:** Meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey .

**MODULE 5-( Hours) (C05)**

**Succession & Career Planning:** Identifying managerial positions which are critical for the business. Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents. Taking up lateral hiring when there is discontinuity in the succession plans.

Career planning: Creating career growth opportunity. Mentoring growth. Providing developmental job assignments, providing resources of learning and development opportunities, vertical promotions and horizontal postings to promote career progression, psychological contract and career anchor

**Practical Component:**

SI No	Topic
1	Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis

**Assignment Component:**

SI No	Topic
1	Visit any Organisation and interact with HR Manager and list out the roles played by HR manager.

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the functions of strategic human resource activities
<b>C02</b>	Apply practical experience of talent attraction, maintenance and talent retention.
<b>C03</b>	Evaluate the conceptual insight of competency mapping and be able to map the competencies
<b>C04</b>	Examine performance management systems in the organization for better career planning and productivity.
<b>C05</b>	Discuss on understanding about Employee engagement, succession planning and analyse the trends in the field of HR and be able to implement them



## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO										
CO1	X									
CO2		X						X		
CO3			X						X	
CO4					X				X	
CO5				X						

### Recommended Books

1. Lyle M. Spencer, Signe M. Spencer, Competence at work, John Wiley, 1993
2. Naik G.P, Competency mapping, Assessment and Growth, IIHRM, 2010.
3. Herman Aguinis, Performance Management, Pearson Education, 2007.

### Reference Books

1. Lance A. Berger & Dorothy R. Berger, The Talent Management Hand Book - Tata McGraw Hill.
2. Rao T. V, Appraising & Developing Managerial Performance- Excel Books

Semester III			
Advanced Organisation Behaviour			
<b>Course Code</b>	<b>20MBAHR306</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

Human Resources Specialists need a fundamental understanding of the interactions that occur among people in the workplace. In this course students learn the tools to understand and evaluate individual, group and organizational processes. Students gain an appreciation of the relevance of the study of organizational behaviour to the practice of human resource management.

### Course Objectives:

- To understand the principles, practices and perspectives in applying the Organizational Behaviour concepts.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To provide the students various tools to analyse and understand individual behaviour
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Contents
<b>MODULE 1- ( 6 Hours) (CO1)</b>
<b>Organizational Behaviour:</b> Introduction, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behaviour in India.
<b>MODULE 2 - (10 Hours) (CO2)</b>
<b>Foundations of Individual behaviour:</b>
<b>Ability:</b> Intellectual abilities, Physical ability, the role of disabilities.
<b>Personality:</b> formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

**Perception:** Process of perception, factors influencing perception

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

**MODULE 3 - ( 8 Hours) (CO3)**

**Group behaviour and interpersonal influence:**

**Groups and Teams:** nature and relevance of groups and teams in workplace, group formation, team vs group.

**Conflict and Negotiation:** causes of conflict, managing conflict through resolution, negotiations, increasing negotiation effectiveness.

**Power and Politics:** bases of Power, implications, Managing Power, Contrasting Power and Leadership

**MODULE 4 -(8 Hours) (CO4)**

**Motivation and Leadership:**

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

**Leadership:** Styles of leadership, Leadership Theories-trait theory, behavioural theories, managerial grid, situational theories

**MODULE 5-( 7 Hours) (CO5)**

**Contemporary aspects of organisational behaviour:** Organizational behaviour across cultures - Managing Diversity, multicultural organizations, gender sensitisation, employee engagement, stress & stress management, work life balance and employee assistance programmes, Spirituality at Work

**Practical Component:**

Sl No	Topic
1	Self-Evaluation test on MBTI and Big 5 model
2	Studying the practices followed in any 3 organizations to motivate their employees
3	Carry out a team Building activity
4	Evaluating the traits of leaders from various walks of Life and categorising them

**Assignment Component:**

Sl No	Topic
1	Analyse the various initiatives undertaken by IT companies for managing work life balance among employees.
2	Appraise any three high impact Business Leaders
3	Prepare a report on the techniques used by corporate for stress management
4	Choose any two Organizations that have hired specially challenged and assess their abilities.

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand the theoretical concepts related to organization behaviour
<b>CO2</b>	Apply analytical tools to understand the individual behaviour
<b>CO3</b>	Evaluate group behavior and its implications in organizational effectiveness
<b>CO4</b>	Examine various motivation theories & leadership styles
<b>CO5</b>	Discuss the contemporary issues influencing organizational behaviour



## PO-CO MAPPING

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
CO										
C01	X									
C02		X							X	
C03									X	
C04			X							
C05										

### Recommended Books

1. Stephen P Robbins, Organizational Behaviour, Pearson Education, 15th Edition, 2013.
2. Fred Luthans, Organizational Behaviour, McGraw Hill Education, 12th Edition, 2013.
3. Udai Pareek, Understanding Organisational Behaviour, Oxford

### Reference Books

1. Shermerhorn Hunt, Osborn, Organizational Behaviour, John Wiley & Co., 12th Edition, 2013.
2. Gregory Moorehead & Ricky W Griffin, Organizational Behaviour – Managing People and Organizations, Cengage Learning, 9th Edition.
3. Duane P. Schultz, Psychology and Work Today, Pearson Education, 10th Edition.

Semester III			
Skill Development Programme – 1			
<b>Course Code</b>	<b>20MBAS31</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>1</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>13 Hours (0-0-1)</b>	<b>SEE Duration</b>	<b>90 minutes</b>

### Course Overview

Skill development is a vital tool to empower people, to safeguard their future and for the overall development of an individual. It is an important aspect that enhances employability in today's globalisation. Skills are as essential as one's academic status. Education and skills should now go hand in hand

### Course Objective

1. To impart employability skills with activities.
2. To bridge the gap between the skill requirements of the employer or industry and the competency of the students

Contents
<b>MODULE 1- Fundamentals of Skill Development (2 Hours) (C01)</b>
Employability skills, Learning about yourself: self-appraisal, peer-appraisal and teacher/mentor appraisal, SWOC Analysis, Analyse how self-concept can affect job performance, Relating personal priorities to professional priorities, Employer perception on employability skills
<b>MODULE 2 – Importance of Communication Skills (4 Hours) (C02)</b>
Understanding the basics of verbal communication, Types of verbal communication, Effective interaction skills, Professional telephonic conversation skills-telephone etiquette – placing and receiving telephone calls, leaving professional messages- Using digital skills- Networking through

social media, Online profile management. Non-verbal Communication – paralinguistic and proxemics - body language of a good presenter and listener  
 Writing effective e-mail – main elements of e-mail messages, creating professional e-mail messages, Business meetings: Pre-meeting and Post-meeting documentation, Preparation of agenda, Resolution drafting, proceedings and minutes of the meeting.

**MODULE 3 – Time Management and Stress Management (3 Hours) (C03)**

Time Management – importance of time management – Creating and using a to-do list using mobile phone apps to plan and keep track of progress of tasks planned and completed- identifying time wasters—day to day time management techniques– time management tools- using time management apps.

Stress Management – causes of stress and its impact – personality and stress- how to manage - stress busters - Components of Emotional Intelligence- self-awareness, self- regulation, internal motivation, empathy and social skills

**MODULE 4 – Resume Writing (2 Hour) (C04)**

Cover Letter – building careers and crafting resumes – essentials of an effective resume – planning, writing, and completing resume – sending follow-up messages

**MODULE 5 – Career Planning (2 Hours) (C05)**

Understanding career planning, researching your options, long term career plan, short term career goals, pursuing training opportunities, planning your promotions, making career changes, preparing to leave a job, career and job websites

**Pedagogy**

Ice- breaking, Brainstorming and simulation exercises, movie clips, videos, Educational games, examples, story/sharing questionnaire/role play/exercises/ Task, Video/Audio recording, Group talk, presentations, team building exercises, mock meetings

**Record Books to be maintained by students**

1. Record book for communication (Vocabulary and Sentences) - Maintain a record book of new words, phrases, idioms or sentence structures learnt.
2. Record book for Business News – develop understanding of the business environment by recording the latest business news stories in brief.

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Develop an understanding about the demands of the workplace
<b>C02</b>	Examine the creative thinking abilities necessary for effective communication in today's business world
<b>C03</b>	Understand the importance of time management and explore personal strengths and interests, related to future life and career opportunities
<b>C04</b>	Express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context
<b>C05</b>	Discuss the soft skill requirements necessary for strengthening the career opportunities

### PO-CO Matrix

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
CO1	X									
CO2						X			X	
CO3		X								
CO4									X	
CO5										X

#### Recommended Books

1. Philips R. Hunsaker, "Training in Interpersonal Skills", Tata McGraw Hill
2. Butterfield, "Soft Skills for Everyone", Cengage Learning
3. Career Development Centre, "Soft Skills", Green Pearl Publications
4. Alex K, "Soft Skills – Know Yourself & Know the World", S.Chand & Company Ltd

#### Reference Books

1. B N Ghosh, "Managing Soft Skills for Personality Development", McGraw Hill Education
2. Raman/Upadhyay, "Soft Skills – Key to Success in Workplace and Life", Cengage Learning
3. M Ashraf Rizvi, "Effective Technical Communication", McGraw Hill Education
4. Peter W Cardon, Business Communication, McGraw Hill Education
5. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, "Interpersonal Skills in Organisation", Tata McGraw Hill Education
6. Gopalaswami Naresh, "The Ace of Soft Skills", Pearson
7. Shivkera – Personality Development (You Can Win)

**Summer Internship / Organisation Study-20MBAOS31 Corporate Exposure (CE)** is a mandatory internship which includes an organisational study to be carried out by students for four weeks after second semester during vacation and before the commencement of the third semester under the supervision of an internal supervisor and an external supervisor from the organisation where the student is carrying out the study. **Four credits** are allocated to this course. The report submitted by the students will be assessed internally during the third semester. The objective of this course component is to make students study the functional domains of an organisation, apply the theoretical aspects learnt during the first and second semesters to the functioning of an organization and get acclimatised to the corporate world. The evaluation will be done by the Internal Guide during the course of the work and also a viva-voce examination will be conducted by the panel of Internal and External examiners with equal weightage of marks.

#### Course Outcomes

**On the successful completion of the course, the student will be able to;**

CO1	Understand the functional departments of an organization
CO2	Analyse the complexities of each department of an organization
CO3	Present the report in a written form
CO4	Engage students to deliver the findings of the internship through oral presentations

**Skill Development Programme (SDP)** is a mandatory seminar component with one credit for students in the third and fourth semesters. Employability is a huge challenge which our education system is facing today. Employability is a person's ability to be skilful thereby enhancing employability amongst fresh graduates (MBA, Engineers etc.) and professionals working at various levels of management. to meet the ever growing industry demand for suitable talent at the all levels of management. The sole purpose is to prepare the students for their future by developing various skills to groom them for the corporate world. It may be in the form of management club activities (in the areas of Marketing, Finance, Systems, Human Resource, Entrepreneurs Club, personality Development, Toastmasters Club and Business Line Club / Economic Times Club) or mini projects in the functional areas of business management to get an understanding of the practical implications of the courses. It is spread across two semesters. The students have to take up SDP – 1 in the third semester and SDP – 2 in the fourth semester.

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Develop an understanding about the demands of the workplace
<b>C02</b>	Examine the creative thinking abilities necessary for effective communication in today's business world
<b>C03</b>	Understand the importance of time management and explore personal strengths and interests, related to future life and career opportunities
<b>C04</b>	Express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context
<b>C05</b>	Discuss the soft skill requirements necessary for strengthening the career opportunities

<b>Semester IV</b>			
<b>Emerging Technologies in Management</b>			
<b>Course Code</b>	<b>20MBAHR41</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-2)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview

The field of information technology has been changing rapidly since it started in the 1940s. It is essential for every student of business management to understand the concepts, the trends and knowledge frameworks about how technologies emerge and become viable in the real world. The students are expected to be well-informed with the pace of change and needs to be aware of the drivers of emerging technologies.

### Course Objective:

1. To facilitate the understanding of the tremendous historical impact of emerging technologies on the mankind and the business eco-system
2. To illustrate some examples of technologies that are being \developed, marketed, and implemented in the real world.

<b>Contents</b>
<b>MODULE 1 – Emerging Technologies – An Overview (9 Hours) (C01)</b>
Industrial revolution (IR) – Relevance of IR 1.0 , 2.0, 3.0 and 4.0 on the business and society. Significance of data in IR 4.0, Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.
<b>MODULE -2 – Basics of Data Science (8 hours) (C02)</b>
Basics of Data Science; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.
<b>MODULE 3 – Artificial Intelligence (09 Hours) (C03)</b>
Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking). Augmented Reality (AR) and Virtual Reality – Introduction, Application of AR systems (education, medical, assistance, entertainment)
<b>MODULE 4 – Internet of Things (IOT) (9 Hours) (C04)</b>
Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms; Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing)Sample application with hands on activity.
<b>MODULE 5 – Ethics and Emerging Technologies (4 Hours) (C05)</b>
Technology and ethics, Digital privacy, Accountability and trust, Threats and challenges.

### Practical Component:

Sl No	Topic
1	Students are expected to choose any new age business organisation (manufacturing/services/FMCG) and study the application of Artificial Intelligence in the domain (Financial, Marketing, HR or Operations) of their choice and submit a report.

### Assignment Component:

Sl. No.	Topic
1.	Group Assignment

	<p>The students are required to conduct a study on the usage of IoT applied in a business organisation (preferably dealing with manufacturing / services / FMCG). The report will be divided into 2 sections: the IoT section and a short open ended discussion section.</p> <p>The IoT section will involve students describing the various applications and its relevance in bringing about efficiency in the organisations.</p> <p>The open-ended discussion will require students to justify their decisions based on their study. Students will have to demonstrate how they have understood the modules (by relating their ideas to the course material they have studied)</p>
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### Course Outcomes

At the end of the Course, the Student will be able to:

CO1	Develop a complete understanding of the different emerging technologies in today's business environment
CO2	Assess the role of data in the development of an organization.
CO3	Examine the new concepts of emerging technologies such as AI and its applications in managing new age organisations
CO4	Evaluate the role of Internet of things on the changing society
CO5	Highlight the importance of ethics in the digital revolution

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
CO1	X							X		
CO2		X							X	
CO3		X								
CO4										X
CO5				X						

### RECOMMENDED BOOKS:

- 1.Vong, J., & Song, Emerging Technologies for Emerging Markets, (2014). Springer Singapore
- 2.Del Rosal, V, Disruption: Emerging Technologies and the Future of Work.(2015).. Emtechub. publishers
- 3.Adiku, M. N. O, Emerging Internet-Based Technologies. (2019). CRC Press

### REFERENCE BOOKS:

1. Mohamed Anis Bach Tobji, Rim Jallouli, Yamen Koubaa, Anton Nijholt Digital Economy. Emerging Technologies and Business Innovation, (2018)
2. Paul Mealy, Virtual & Augmented Reality for Dummies (2018),
3. Timothy Jung, M. Claudia Tom Dieck, Augmented Reality and Virtual Reality: Empowering Human, Place and Business, (2019)

## Semester IV

### Digital Marketing

<b>Course Code</b>	<b>20MBAMM401</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:-** Developing a successful digital marketing strategy and implementation is both an art and science. It involves in-depth knowledge of dynamics of new media (Social Media, Mobile) and utilizing the right resources and marketing skills to design and launch successful customer engagement campaigns. Digital Marketing course has been designed to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns. The course also helps students gain an insight how to plan and implement Digital Marketing initiatives:

**Course Objectives:** This course attempts to help students to understand both functional and management roles required to plan and execute effective Digital Marketing campaigns.

#### Contents

##### MODULE 1- Introduction to Digital Marketing (7 Hours) (C01)

Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P- O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan

##### MODULE 2-Digital Advertisement ( 7Hours) (C02)

Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P- O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan.

##### MODULE 3-SEO & SEM (8Hours) (C03)

Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy  
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only

##### MODULE 4 – Social Media Marketing ( 8 Hours) (C04)

Face Book Marketing: Facebook for business & facebook insights. LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics.  
Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics, Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations

##### MODULE 5- Mobile Marketing ( Hours) (C05)

Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics

#### Practical Component:

Sl No	Topic
1	Create a digital marketing plan for a Cafe
2	Create a facebook/instagram page
3	Write a blog on a topic
4	Create your LinkedIn Profile



## Assignment Component:

Sl No	Topic
1	Analyse the digital marketing strategy of Chumbak
2	Explore Digital Marketing course on Google Learning Platform
3	Conduct research using secondary data to find prevalence of Digital Marketing in B2B Businesses
4	Analyse success stories of companies using Digital Marketing Platforms

## Course Outcomes

At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand the growing importance of digital platforms
<b>CO2</b>	Examine the different frame work related to digital marketing
<b>CO3</b>	Exhibit the technical knowledge of Google Adwords, Facebook ads, Blog and other platforms
<b>CO4</b>	Examine the different Social Media Platform.
<b>CO5</b>	Discuss the different tools related to Mobile Marketing

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>CO1</b>	X									
<b>CO2</b>		X								
<b>CO3</b>		X							X	
<b>CO4</b>		X								
<b>CO5</b>		X							X	

## Recommended Books

1. Seema Gupta , Digital Marketing,McGraw Hill Education 2017
2. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Markeing 4.0: Moving from Traditinal to Digital,Wiley 2017
3. Puneet Bhatia , Fundamentals of Digital Marketing, Pearson,2/e, 2014
4. Tracy L Tuten, Michael R Solomon, Social Media Marketing, Sage Publications 3/e, 2020

## Reference Books

1. Swaminathan T N,Karthik Kumar , Digital Marketing-,Cengage Learning,India Pvt. Ltd 2019
2. Hanlon , Digital Marketing, Sage Publications, 2/e, 2017
3. Ian Dodson, Digital Marketing, Wiley, 2016



<b>Semester IV</b>			
<b>Marketing Analytics</b>			
<b>Course Code</b>	<b>20MBAMM402</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

Organizations large and small are inundated with data about consumer choices and marketers in particular, are increasingly expected to use analytics to inform and justify their decisions. Marketing analytics enables marketers to measure, manage and analyse marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions. This course enables students with the tools and techniques to measure brand and customer assets, understand regression analysis and design experiments as a way to evaluate and optimize marketing campaigns.

### Course Objectives:

- To enable students to design and execute marketing experiments to resolve marketing issues.
- To prepare students to have a general understanding of brand metrics, customer lifetime value and regression analysis to provide marketing insights on the trends for effective decision making.

<b>Contents</b>	
<b>MODULE 1- Marketing Analytics Basics (7 Hours) (CO1)</b>	
Introduction to marketing analytics, predictive analytics, and Big Data. Relevance of analytics in marketing, enhancing marketing process using Perceptual Mapping Methods.	
<b>1.2 MODULE 2 - METRICS FOR MEASURING BRAND ASSETS (6 HOURS) (CO2)</b>	
Metric for measuring and creating valuable brand assets, developing brand personality, brand architecture, measuring brand value, calculating brand value from revenue perspective through analytics.	
<b>MODULE 3- Customer Life time Value (7 Hours) (CO3)</b>	
Concept of Customer Lifetime Value. Understanding CLV and its significance in the current scenario. Calculating CLV. Applying CLV to make important marketing decisions.	
<b>MODULE 4 - Predictive analytics (10 Hours) (CO4)</b>	
Predictive analysis in data driven marketing predictive behaviour models and its significance, merits and demerits of predictive models in decision making, Prediction study design, A/B testing.	
<b>MODULE 5 - Regression Analysis for Marketing Data (9 Hours) (CO5)</b>	
Regression based modelling, Consumer imagery using Regression Analysis (SPSS), Customer Analytics, and Segmentation and targeting through customer analytics, identifying the most valuable customer, customer acquisition and retention through customer analytics.	

### Practical Component:

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	A discussion on the most important metrics associated with branding
<b>2</b>	A case study on Netflix to understand CLV
<b>3</b>	A case study on retail industry to understand that predictive analytics drives in competitive advantage
<b>4</b>	Illustrating Customer Analytics in Excel.

### Assignment Component:

Sl No	Topic
1	The students have to compare any 4 advertisement copies to show which is more effective in customer conversion? A report has to be generated along with a presentation in the given / required format.
2	Discuss the role of CLV as a forward looking measure in Start-up Growth

### Course Outcomes

At the end of the Course, the student will be able to:

C01	Understand the tools and techniques used in marketing analytics for decision making in the industry
C02	Build a brand architecture and determine methods to measure the impact of marketing efforts on brand value over time
C03	Assess the concept of customer lifetime value to evaluate strategic marketing alternatives
C04	Examine the insights from the predictive data analysis and recommend an appropriate course of action based on the empirical evidence.
C05	Develop a core understanding of regression analysis in analyzing the marketing data for strategic marketing decisions

### PO-CO MAPPING

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
C0										
C01		X							X	
C02		X							X	
C03	X							X		
C04		X							X	
C05		X						X		

### Recommended Books

1. Wayne L Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley Publishers.
2. Nadeem Phd Mohammed, Marketing Analytics. Createspace Independent Publishing Platform. ISBN: 9781534845800, 9781534845800

### Reference Books

1. "Customer Profitability and Lifetime Value," Elie Ofek, Harvard Business Review 201

## Semester IV

### Consumer Behaviour

<b>Course Code</b>	<b>20MBAMM403</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

#### Course Overview:

Consumer behavior is the study of individuals, groups, or organizations and the processes they use to select, secure, use, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society. Marketing success or failure of a company depends on target consumers' individual and group reactions expressed in the form of buying patterns. Since customer is the reason why any organization exists, it is necessary to understand the customer and study the pattern of his buying behaviour. The course covers various marketing concepts and consumer's behavior patterns which are required in the contemporary Marketing scenario.

#### Course Objectives:

- To know the behaviour of consumer on different environment and their decision making on purchase
- To realize behavioural variables and its influences on consumer's buying behaviour.
- To comprehend the social and cultural dimensions of consumer behaviour.
- To provide an insight of the psychological and behavioural concepts of consumers.

#### Contents

##### MODULE 1- (8 Hours) (CO1)

**Introduction:** Meaning & Definition of Consumer Behaviour, Difference between Consumer & Customer, Nature & characteristics of Indian Consumers, **Consumerism:** meaning, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism

##### MODULE 2-( 8 Hours) (CO2)

**Consumer Decision Making:** Consumer Buying Decision Process, Levels of Consumer Decision Making, views of consumer decision making - **On-line Decision Making:** Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.

##### MODULE 3- ( 14 Hours) (CO3)

#### Individual Influences on Consumer Behaviour:

**Motivation:** Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Motivation Theories - Maslow's Hierarchy of Needs, McGuire's Psychological Motives. **Personality:** Basics of Personality, Theories of Personality (Freudian Theory, Neo-Freudian Theory, Trait Theory), Personality and understanding consumer diversity, Brand Personality, Self and Self-Image. **Perception:** Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumer handle risk?

##### MODULE 4 -( 12 Hours) (CO4)

**Individual Influences on Consumer Behaviour: Learning:** Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. **Attitude:** Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, **Persuasive communication:** Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

##### MODULE 5-( 14 Hours) (CO5)



## Recommended Books

- Leon Schiff man, Lesslie Kanuk, Consumer Behavior 10/e, Pearson, Latest edition.
- Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Consumer Behaviour: A Managerial Perspective, 1/e, Cengage Learning.

## Reference Books

- SUJA NAIR, CONSUMER BEHAVIOR IN INDIAN PERSPECTIVE, HIMALAYA PUBLICATIONS, 2015
- DEL I. HAWKINS, & OTHERS, CONSUMER BEHAVIOR: BUILDING MARKETING STRATEGY 11/E, TMH,
- SATISH K. BATRA & S H HKAZMI, CONSUMER BEHAVIOR, EXCEL BOOKS.

<b>Semester IV</b>			
<b>Strategic Brand Management</b>			
<b>Course Code</b>	<b>20MBAMM404</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:** This course aims to develop conceptual knowledge of branding as part of marketing decision making and to familiarize concepts of developing a brand, manage brand portfolios, brand lifecycles, brand extensions & rebranding decisions.

**Course Objectives:** This course attempts to develop conceptual knowledge of branding as part of marketing decision making and to familiarize varied concepts related to branding.

<b>Contents</b>
<b>MODULE 1- Brand Introduction ( Hours) (C01)</b>
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 Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, Brand success.
<b>MODULE 2- Brand Equity ( Hours) (C02)</b>
Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding, Cost based methods, Price based methods, Customer based brand equity, Brand asset management strategy
<b>MODULE 3- Brand Identity ( Hours) (C03)</b>
Brand Identity, The Identity structure, Developing Brand Identity system Clarifying & elaborating Brand identity system A strategic process for Building Integrated brands, Brand Vision, Brand Objectives Choosing brand Elements, Designing & Implementing Branding Strategies Leveraging Secondary brand knowledge
<b>MODULE 4 - Brand extension &amp; Brand Portfolio Strategy ( Hours) (C04)</b>
Types of brand extension, Need for brand extension Pros & Cons of brand extension Category of related extensions & unrelated extensions Brand portfolio strategy. Creating relevance, differentiation, leverage & clarity
<b>MODULE 5- Brand Personality &amp; Brand Repositioning ( Hours) (C05)</b>
Importance of Brand Personality Emotion centered definitions Brand image Brand Image and country of origin, celebrity, user status, Positioning and repositioning Relevance to consumers Search for a viable position Making the brand serious, contemporary Brand as a differentiator.

### Practical Component:

Sl No	Topic
1	Visit a supermarket and prepare a report on the brand elements in various brands of soaps, mobiles, jeans, and other product.
2	Choose a start-up and analyse its positioning and how would you reposition it?
3	Assume you want to start online educational platform , what would the positioning be with POP's and POD's?

### Assignment Component:

Sl No	Topic
1	Evaluate the product life cycle and appraise alternative approaches to luxury brand management.
2	Choose any two popular brands and identify and examine the criteria for success in the luxury brand industry
3	Choose a multiproduct company and as completely as possible analyse its brand portfolio and brand extensions?

### Course Outcomes

At the end of the Course, the Student will be able to:

C01	Understand the brand management tools and concepts.
C02	Examine the different measures of brand equity.
C03	Apply the knowledge of brand elements to provide solution to the business
C04	Examine the opportunities for brands extension strategies.
C05	Discuss the real time brand development and re-structuring, focusing on every aspect of branding.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
CO										
C01	X									
C02				X						
C03	X							X		
C04				X						
C05		X							X	

### Recommended Books

- Kevin Lane Keller , Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education –.
- Y L R Moorthi ,Brand Management -The Indian Context -- Vikas Publication.
- Jean, Noel, Kapferer , Strategic Brand Management -- Kogan Page India.

### Reference Books

- Chunnawalla, ,Compendium Brand Management –1/e, HPH, 2003.
- Richard Elliott & Larry Perclu, Strategic Brand Management-, 1/e, Oxford Press.
- Chernatony, Creating powerful brands –1/e, Elsevier Publication

## Semester IV

### International Marketing Management

<b>Course Code</b>	<b>20MBAMM406</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

#### Course Overview:

This course enables the students to identify the opportunities in global market and to develop an appropriate Strategy for reaching global customers. It will help students to understand the market dynamics and make aware of formalities of Export and Import business.

#### Course Objectives:

- To introduce students to the international marketing management
- To make them aware of factors influencing marketing mix in global context
- To familiarize the steps involved in import- export documentation.

#### Contents

##### MODULE 1- ( 6 Hours) (CO1)

**International Marketing:** Introduction –Scope and challenges, Reasons and Motivations, Concepts related to the management of international marketing function, Phases of Going Global. Global marketing environment – Modes of entry into foreign business World Trade and India's foreign trade: an overview

##### MODULE 2-( 8 Hours) (CO2)

**International Trade Theories and Market research:** Theories- Absolute cost-comparative Cost-H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research: Breadth and scope of international marketing research, identifying foreign markets – classification based on: Demand and stage of development

##### MODULE 3- ( 8 Hours) (CO3)

**International Product Policy :** Products and services for consumers: Quality – green marketing and product development, culture and adaptation, Product life cycle in International Marketing, International Packaging. Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business-to-business marketing

##### MODULE 4 -( 8 Hours) (CO4)

**International Pricing, Promotion, and distribution decision:** Pricing decision: Global pricing basics, pricing and its importance, INCO terms. Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling, exhibition. Global Distribution Decision-Distribution as competitive advantage, rationalizing local channels, global channel design – Importance of Channel decision – Factors influencing the Channel decision

##### MODULE 5-( 9 Hours) (CO5)

**India's foreign trade:** Import policy – procedure and Documentation - balance of trade and payments, Institutional infrastructure for exports promotions in India -India's trade policy- export assistance-Documentation and procedures. International Retailing-Retail format – variations in different markets – general merchandise at Retailing – issues in international retailing



### Practical Component:

Sl No	Topic
1	Discussion on: Cultural Orientation Variables(Time, Space, Status)
2	Can you standardize multinational marketing? Discussion <a href="http://hbr.org/1968/11/can-you-standardize-multinational-marketing/ar/1">http://hbr.org/1968/11/can-you-standardize-multinational-marketing/ar/1</a>
3	Discussion relating to Starbucks in China, Cars in India (Product/Service/Package/Price)
4	Marketing Channels in UAE Countries and African Countries

### Assignment Component

Sl No	Topic
1	Essar Gujarat's decision to have joint ventures in countries like Indonesia and Bangladesh to manufacture Cold Rolled (CR) steel. Analyse the strategy behind this.
2	Why International Marketing Research is very much essential before entering the foreign markets? What are its basic elements? How is it done? Discuss briefly.
3	When global <i>brands</i> enter the <i>Indian</i> market, they "glocalize". Analyse the culture and adaptation of Indians for Beverages and Toys.
4	Analyse the Global Distribution Decision by: Amazon, Metro

### Course Outcomes

At the end of the Course, the Student will be able to:

C01	Understand the environmental variables that influence international marketing
C02	Apply the learning of environmental scanning to exploit the opportunities within international marketing.
C03	Evaluate the Product and Service expectation in global market
C04	Understand the factors influencing Pricing and channel selection in international market
C05	Discuss on the relevance of import export documentation

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
C01	X									
C02	X									
C03		X								
C04				X						
C05				X					X	

### Recommended Books:

- Keegan, Green, Global marketing Management, 4/e, Pearson



- Catero, Graham, International Marketing 15/e, TMH, 2012
- SakOnkvisit, John J. Shaw , International Marketing Analysis and Strategy, PHI

#### Reference Books:

- . Cateora, John L. Graham, Prasanth Salwan International Marketing, Philip R, TMH
- International Marketing – Varshney, Bhattacharya – S Chand
- Michael R.Czinkota, Likka A Ronkainen, International Marketing, Cengage.

### Semester IV Financial Management Elective

Semester IV			
Indirect Taxation			
<b>Course Code</b>	<b>20MBAFM401</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (2-0-2)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

#### Course Overview:

This course provides conceptual framework of GST and Customs Duty in India. The course enables the students to have an understanding of levy of and collection of GST and Valuation of Customs Duty.

#### Course Objectives:

- To gain insights on GST and Customs Duty in India.
- To provide an understanding of levy and collection of GST
- To be able to calculate Input tax credit.
- To provide an understanding of valuation for Customs Duty.

Contents
<b>MODULE 1- Introduction to Goods and Services Tax (GST) (5 Hours) (C01)</b>
Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council.
<b>MODULE 2- Levy and Collection of Tax (10 Hours) (C02)</b>
Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply)
<b>MODULE 3- Input Tax Credit (8 Hours) (C03)</b>
Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory) (Problems on Input Tax Credit)
<b>MODULE 4 - Introduction to Customs Duty (8 Hours) (C04)</b>
Definitions, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods. (Problems on Valuation of Imported Goods).
<b>MODULE 5- Import and Export Procedure under Customs (8 Hours) (C05)</b>

Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Simple problems on baggage)

**Theory-60% Problems-40%**

**Cases: Cases shall be dealt in Problems on calculation of value of taxable supply & Problems on Valuation of Imported Goods (Customs Duty).**

**Practical Component:**

Sl No	Topic
1	Determine the Time and Place of supply, and calculate the tax.
2	Estimate the Input tax credit available.
3	Calculation of Valuation of Imported goods and Baggage value

**Assignment Component:**

Sl No	Topic
1	Collect different types of GST Return forms.
2	Collect the information relating to the procedure for different types of Registration.
3	Collect information and present cases filed under GST filing

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Utilize the fundamental to gain insights on GST in India
<b>C02</b>	Make use of the concepts of time and place of supply for levy and collection of tax.
<b>C03</b>	Determine the Input tax credit available for reducing tax burden
<b>C04</b>	Apply the Customs Duty concepts to find the Valuation of Imported goods.
<b>C05</b>	Estimate the Baggage value by using Baggage Rules.

#### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>										<b>X</b>
<b>C02</b>	<b>X</b>	<b>X</b>						<b>X</b>		<b>X</b>
<b>C03</b>		<b>X</b>							<b>X</b>	
<b>C04</b>		<b>X</b>		<b>X</b>						<b>X</b>
<b>C05</b>		<b>X</b>			<b>X</b>			<b>X</b>		<b>X</b>

**Recommended Books**

- V S Datey, Indirect Taxes Law and practices, Taxmanns
- K.M Bansal, GST & Customs Law (University Edition), Taxmanns.

**Reference Books**

- V.S. Datey and Dr. Krishnan Sachdeva, Principles of GST & Customs Law, Taxmanns
- , B. Viswanathan, Goods & Services Tax (GST) in India, UBS Publishers

<b>Semester IV</b>			
<b>Merchant Banking and Financial Services</b>			
<b>Course Code</b>	<b>20MBAFM402</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:**

Banking and Financial Services encapsulates the essential aspect of the banking industry through the study of existing banking system as a subject and has been put together for students who aspire for careers in banking and intend to appear for banking examinations or work in the financial sector.

**Course Objectives:**

- To discuss the Structure and System of Banking in India
- To discuss the features day-to-day banking activities
- To familiarize the students with Universal Banking, Credit System & Merchant Banking
- To discuss the contemporary issues relating to national & international banking system

<b>Contents</b>
<b>MODULE 1-Overview of Banking system &amp; regulation in India (5 Hours) (CO1)</b>
Role & functions of RBI - Role & Functions of Commercial Banks in India – Structure of Banking in India – Monetary System, Sources of Fund, Qualitative & Quantitative measure of Credit Control – Banking sector reforms.
<b>MODULE 2-Commercial Banking (10 Hours) (CO2)</b>
Products – Deposits: Current account, Savings Account – Credit Products – Banking Technology – Concept of Universal Banking Technology – ATMs, Internet Banking, Mobile Banking, Core Banking Solutions – Debit, Credit & Smart Card, Electronic Payment Systems – MICS, Cheque, ECS, EFT, NEFT, RTGS
<b>MODULE 3-NBFCs &amp; Merchant Banking Introduction (8 Hours) (CO3)</b>
<b>NBFCs</b> - Overview, Types – Micro Finance Models – Services provided – Challenges <b>Merchant Banking</b> – Categories – services provided – Issues Management (Post & Pre) – Issue Pricing – Preparation of Prospectus – Issue Management – Under writing – Private Placement – Leasing & Hire Purchase – Concept, Types of evaluation, Problems relating to leasing & hire purchase
<b>MODULE 4 -Credit Management (8 Hours) (CO4)</b>
Credit Rating – Meaning, Process of Credit Rating – Rating Methodology – Rating agencies & symbols – NPA Management – NPA Regulations governing banks & NPA Management
<b>MODULE 5-Contemporary Issues (8 Hours) (CO5)</b>
Relevance of Socially responsible banking & financial inclusion – Technology in Banking – in-sourcing vs out-sourcing key technology functions – Recent trends in national & international banking scenario

**Theory - 90%, Problems - 10%**

### Assignment Component:

Sl No	Topic
1	Banking system and structure in India
2	ECS- EFT – NEFT-RTGS
3	Contemporary Issues in Banking

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the banking system in India
<b>C02</b>	Make use of banking services practically
<b>C03</b>	Know specialized roles of bankers in banking systems
<b>C04</b>	Understand credit & NPA Management
<b>C05</b>	Understand the concept of contemporary banking trends

### PO-CO MAPPING

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>										<b>X</b>
<b>C02</b>	<b>X</b>	<b>X</b>						<b>X</b>		<b>X</b>
<b>C03</b>		<b>X</b>							<b>X</b>	
<b>C04</b>		<b>X</b>		<b>X</b>						<b>X</b>
<b>C05</b>		<b>X</b>			<b>X</b>			<b>X</b>		<b>X</b>

### Recommended Books

- Khan M Y, Financial Services –, 6/e, McGraw Hill.
- Mukund Sharma, Banking & Financial Services –Himalayan Publishing, 2015
- Padmalatha & Justin Paul, Management of Banking & Financial Services –Pearson

### Reference Books

- Gordan & Natarajan, Financial Markets & services –7/e Himalaya Publishing, 2011.
- Vij & Dhawan, Merchant Banking & Financial Services –1/e, McGraw Hill 2011.
- Pratap G Subrahmanyam, Investment Banking Tata McGraw Hill, 2012

Semester IV			
Financial Derivatives			
<b>Course Code</b>	<b>20MBAFM403</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (2-2-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:**

Uncertainty coupled with financial implication is 'risk'. Every business enterprise is exposed to various risks from the operations within and environmental forces outside. Unless the risks are understood, measured, analysed and taken care of, the good prospects of the entity cannot be ensured. A finance professional must have knowledge of measuring and hedging various risks. This course entitled "Financial Derivatives" aims at providing knowledge of risks and various hedging strategies.

**Course Objectives:**

- To orient students on the meaning and types of risks.
- To provide knowledge on risk measurement and evaluation in making capital budgeting decisions.
- To provide knowledge on risks associated with investments outside the business and strategies for hedging the same with derivatives.

Contents
<b>MODULE 1- INVESTMENT RISKS AND DERIVATIVES (5 Hours) (CO1)</b>
Meaning of Derivatives. Types of Derivatives. – Forward Agreements, Future Contracts – Terms associated with Futures – Stock Futures and Index Futures, Differences between Forwards and Futures, Margin and Settlement Mechanism of Futures
<b>MODULE 2- FUTURE CONTRACTS – HEDGING AND TRADING (10 Hours) (CO2)</b>
Hedging with Futures – Stock Hedging: When there is a future contract available on the stock and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk, Pricing of Futures
<b>MODULE 3- OPTIONS – BASICS AND STRATEGIES (10 Hours) (CO3)</b>
Option Contracts – Meaning, Types – Call, Put, American, European. Pay-off and Pay-off Diagrams. Hedging Strategies – Protective Put Strategy and Covered Call Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads
<b>MODULE 4 - OPTION PRICING (10 Hours) (CO4)</b>
Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralization Method, Binomial Method and Black-Scholes Method. Option Greeks.
<b>MODULE 5- (4 Hours) (CO4)</b>
Commodity Markets, Commodity Exchanges. Commodity Derivatives.

**Theory-30% Problems-70%**

**Cases: Cases shall be dealt in Problems on Black-Scholes Method. Option Greeks.**

**Practical Component:**

Sl No	Topic
1	Binomial Method
2	Black-Scholes Method
3	Option Greeks

## Assignment Component:

Sl No	Topic
1	Differences between Forwards and Futures
2	Margin and Settlement Mechanism of Futures
3	Explain Straddle, Strip, Strap, Strangle, Spreads

## Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Risks associated with investments and hedging with derivatives.
<b>C02</b>	Futures – terminology, mechanism, hedging and pricing.
<b>C03</b>	Options – terminology, mechanism, pay-offs, hedging and pricing.
<b>C04</b>	Commodity markets and commodity derivatives.

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>										X
<b>C02</b>	X	X						X		X
<b>C03</b>		X							X	
<b>C04</b>		X								X
<b>C05</b>		X						X		X

## Recommended Books

- Gupta S.L., “Financial Derivatives – Theory, Concepts and Problems”, PHI.
- Stulz, Rene, “Risk Management and Derivatives”, Thomson.
- Cohen, Guy, “Options Made Easy”, FT Prentice Hall
- Sridhar, A.N., “Futures and Options – Equities – Trading Strategies and Skills”, Shroff Publishers and Distributors.

## Reference Books

- Damodaran, Aswath, “Corporate Finance”, John Wiley & Sons Inc.
- Damodaran Aswath, “Applied Corporate Finance”, John Wiley & Sons Inc

Semester IV			
International Financial Management			
<b>Course Code</b>	<b>20MBAFM404</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

## Course Overview:

The objective of the course is to make the students familiar with foreign exchange market, exchange rate mechanism, international monetary system, and foreign exchange exposure management.

## Course Objectives:

- To understand the International Financial Environment and the Foreign Exchange market.
- To know how to prepare the International Capital budgeting and Forex risk management.
- To learn the Firm’s Exposure to risk in International environment and various theories associated with it.

## Contents

### MODULE 1- Introduction to International Financial Management (6 Hours) (C01)

Scope of international finance- global links- objectives of MNCs- Distinguishing features of International finance- International business activities- trends of FDI in India- International business methods- Motivations for international business- field of international business, BOP (Problems on BOP)

### MODULE 2-Foreign Exchange Market (9 Hours) (C02)

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Bid – Ask – Spread (Theory & Problems).

### MODULE 3-International Financial Markets and Instruments (6 Hours) (C03)

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).

### MODULE 4 -Forecasting Foreign Exchange rate (8 Hours) (C04)

International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).

### MODULE 5-Foreign Exchange exposure (10 Hours) (C05)

Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure, Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project. (Problems & Theory)

**Theory-30% Problems-70%**

**Cases: Cases shall be dealt in Problems on International Capital Budgeting.**

#### **Practical Components:**

Sl. No.	Topic
1	<a href="https://books.google.co.in/books?id=9UgibWFSCSIC&amp;pg=PA88&amp;lpg=PA88&amp;dq=exchange+rate#v=onepage&amp;q=exchange%20rate&amp;f=false">https://books.google.co.in/books?id=9UgibWFSCSIC&amp;pg=PA88&amp;lpg=PA88&amp;dq=exchange+rate#v=onepage&amp;q=exchange%20rate&amp;f=false</a>
2	2 THE SECRET BEHIND WHO DETERMINES EXCHANGE RATES IN INDIA <a href="https://www.extraveltmoney.com/blog/how-are-foreign-exchange-rates-in-india-determined/">https://www.extraveltmoney.com/blog/how-are-foreign-exchange-rates-in-india-determined/</a>
3	3 1 USD TO INR FROM 1947 TILL NOW, HISTORICAL EXCHANGE RATES <a href="https://www.bookmyforex.com/blog/1-usd-inr-1947-till-now/">https://www.bookmyforex.com/blog/1-usd-inr-1947-till-now/</a>

#### **Assignment Component**

Sl.No	Topic
1	A team of 5 students will be given the task of comparing an Indian company and a Foreign company in terms of its exposure, profitability, market share, foreign exchange earnings and strategies
2	<b>1991 Indian Economic Crisis:</b>



	<a href="https://en.wikipedia.org/wiki/1991_Indian_economic_crisis#:~:text=India%27s%20economic%20problems%20started%20worsening,on%20a%20large%20fiscal%20deficit">https://en.wikipedia.org/wiki/1991_Indian_economic_crisis#:~:text=India%27s%20economic%20problems%20started%20worsening,on%20a%20large%20fiscal%20deficit</a>
3	<b>3.1 THE GREAT DEPRESSION:</b> <a href="https://courses.lumenlearning.com/boundless-ushistory/chapter/the-great-depression/">https://courses.lumenlearning.com/boundless-ushistory/chapter/the-great-depression/</a>

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the International Financial systems and its impact on international business.
<b>C02</b>	Analyse Balance of Payment Statement and its impact on inflow and outflow of funds.
<b>C03</b>	Appraise the overview of the type of foreign exchange transactions in foreign exchange markets & Arbitrage possibilities for different currencies.
<b>C04</b>	Evaluate the various sources of International Financial Markets and Instruments.
<b>C05</b>	Analyze various foreign exchange rate forecasting techniques.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									X
<b>C02</b>		X						X		X
<b>C03</b>		X		X					X	
<b>C04</b>		X								X
<b>C05</b>		X			X			X		X

### Recommended Books

- S P Srinivasan & Dr B Janakiram - International Finance Management, Biztantra Wiley Dreamtech, 2013
- Madhu Vij - International financial Management- Excel - 3/e 2012

### Reference Books

- Eun & Resnick - International Finance Management -(McGraw Hill), 4/e,2013
- Jain, Peyard and yadav-International Financial Management - McMillan 2/e, 2013
- Jeff Madura International Finance Management Cengage Learning- 6/e, 2013.
- P.G. Apte-International Finance Management- Tata McGraw Hill- 6/e, 2011

Semester IV			
Financial Analytics			
<b>Course Code</b>	<b>20MBAFM405</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (2-0-2)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

The course is designed to prepare students to (1) interpret financial statements, (2) evaluate the alignment between business strategies and financial performance, (3) identify potential business risks, and (4) compare performance of different companies. The course introduces business analysis and valuation techniques and utilizes real world data to help students comprehend financial statement analysis tools.

### Course Objectives:

- Financial Analytics helps the student to answer all business questions.
- Financial Analytics leads to forecast the future of business trend.



- Students can acquire analytic skill with reporting & analysis.

<b>Contents</b>
<b>MODULE 1- Business Intelligence (BI) (5 Hours) (C01)</b>
Business Intelligence - Definitions - Evolution of Business Intelligence and Role of DSS, EIS, MIS and Digital dash boards-Difference between ERP and Business Intelligence-need for BI-BI for past, Present and Future. Business Intelligence Applications-technology solutions and business solutions-Business Intelligence Roles and Responsibilities
<b>MODULE 2- Essentials of Business Analytics (8 Hours) (C02)</b>
Introduction: Decision Making- Business Analytics Definition-Business Analytics meaning - categorization of Analytical methods and models: Descriptive -Predictive -Prescriptive-Big data-Business Analytics in practice: Financial, Human Resource, Marketing, Health care, Supply chain Analytics. Analytics for government and Non-profits, sports and web Analytics.
<b>MODULE 3- Financial Analytics (10 Hours) (C03)</b>
Introduction: Meaning-Importance of Financial Analytics uses-Features-Documents used in Financial Analytics: Balance Sheet, Income Statement, Cash flow statement-Elements of Financial Health: Liquidity, Leverage, Profitability.
<b>MODULE 4 - Analysts: Role and Responsibilities (8 Hours) (C04)</b>
Information and Knowledge-Methodology-Data-Required Competencies for the Analyst-Hypothesis. Driven methods-Data Mining with Target variables-Explorative methods-Business requirements.
<b>MODULE 5- Business Analytics for Managers (8 Hours) (C0)</b>
Business analytics model: Overview of Business-driven environment & technically oriented environment-types of Reporting and Analytical process-case study.

### 100% Theory

**Cases: Cases shall be dealt in III & V Module**

### Practical Component

Sl. No.	Topic
1	Calculation of Taxable income and tax liability using Excel.
2	Students can be exposed to filing of tax returns of Individual assesses.
3	Encouraging the students to register as tax return preparers.

### Assignment Component:

Sl No	Topic
1	SC upholds linking of Aadhaar number and PAN ( K.S. Puttaswamy (RETD).union of India, (2019) taxmann.com
2	Tax Biases to Debt Finance: Assessing the Problem, Finding Solutions
3	Case studies on capital gain Shri Mahesh & J Patel the Asst. commissioner of the police 18-7-2019 page no.873 taxman publication
4	Income of salary case studies page no. 140 & 141 taxman publication 63th edition 2020

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the basic fundamentals of financial
<b>C02</b>	Investigate and evaluate key concepts and financial analytics techniques and assess when to apply such techniques in practical situations
<b>C03</b>	Critically assess models used in financial analytics

<b>C04</b>	Contextualize, research and utilize analytical models associated with financial data in order to develop strategies for pricing
<b>C05</b>	Critically review current research and assess research methods applied in the field of financial analytics.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X						X			X
<b>C02</b>				X				X		X
<b>C03</b>		X							X	
<b>C04</b>	X		X			X				X
<b>C05</b>					X			X		X

### Recommended Books

- GEAT H.N.LAURSEN JESPER THORLUND, Business Analytics for Managers -, P.No: 1-16- Unit III, P.No:93-136-Unit V 2.
- R N Prasad,. Seema Achavya, Fundamentals of Business Analytics - Wiley India PVT Ltd, New Delhi, P.No: 87-100, P.No:115-125 3.
- R N Prasad Seema Achavya, Fundamentals of Business Analytics - Cengage Learning, New Delhi, P.No: 87-100, P.No:115-125

### Reference Books

- Mark J. Bennets, Financial Analytics with R \_ Cambridge University Press.
- Introducing Python - OREILLY modern computing in simple packages - BILL LUBANOVIC - Shroff Publishers & Distributors Pvt. Ltd, Sep, 2015 , Mumbai.

Semester IV			
Risk Management and Insurance			
<b>Course Code</b>	<b>20MBAFM406</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

### Course Overview:

Risk Management is about anticipating risks and having a plan in place that will resolve it when it occurs. Risk management saves time, money and efforts. It reduces unnecessary stress on the project team. Risk management helps prevent many problems and helps make other problems less likely. Risk Management activities are integral to a project manager's daily work. Risk management includes risk management planning, risk identification, the qualitative and quantitative analysis of risks, risk response planning, monitoring and controlling the risk responses. Risk management helps in increasing the possibility of positive events on the project and effectively reduces the possibility of negative events on the project. The course covers various risk management concepts and knowledge to the students which are required in the contemporary business scenario.

### Course Objectives:

- To make the students to understand business risk and types of risks
- To provide significance of the risk identification and measurement.
- To realize role of Life Insurance in risk management.
- To provide an understanding of insurance contract

## Contents

### MODULE 1- Introduction to Risk Management (8 Hours) (C01)

Meaning- Types of Risk-Risk and Uncertainty-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability - Exposure to Work-Related Injury. (Theory).

### MODULE 2- Evaluating the Frequency and Severity of Losses Risk (8 Hours) (C02&5)

Control-Risk Financing Techniques-Risk Management Decision Methods Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).

### MODULE 3- Introduction to Risk and Insurance (12 Hours) (C03&5)

Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging-Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory) Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumer handle risk?

### MODULE 4 - Basics of Life Insurance (12 Hours) (C04)

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. (Theory).

### MODULE 5- General Insurance (16 Hours) (C05)

Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance - Individual Medical Expense Insurance - Long Term Care Coverage - Disability Income Insurance - Medi-claim Policy - Group Medi-claim Policy - Personal Accident Policy - Child Welfare Policy-Employee Group Insurance - Features of Group Health Insurance - Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance - Marine Insurance principles - Important Clauses in Marine Insurance- Marine Insurance Policies -Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. Management of Insurance Companies Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. (Theory).

### Practical Component:

Sl No	Topic
1	Students can study various Business Risk Exposures and types of risks
2	Students can analyse the Advanced Issues in Risk Management
3	Students can evaluate Indian Insurance Industry - IRDA-Duties and powers and IRDA Act 1999
4	Students can understand Essentials of Insurance Contracts and How consumer handle risk?.

### Assignment Component:

Sl No	Topic
1	Discuss Historical Framework of Insurance, Insurance sector Reforms in India.
2	Analyse Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance
3	Apply Laws Related to General Insurance-General Insurance Contract
4	Examine Management of Insurance Companies Functions and Organization of Insurers

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand various types of risks and Insurance Market Dynamics
<b>CO2</b>	Apply Loss Forecasting Decision Making and Other Risk Management Tools.
<b>CO3</b>	Evaluate general insurance contract.
<b>CO4</b>	Examine process of identifying and measuring the risk.
<b>CO5</b>	Discuss functioning of life Insurance in risk management.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO 3
<b>CO</b>										
<b>CO1</b>	X									X
<b>CO2</b>		X						X		X
<b>CO3</b>	X			X					X	
<b>CO4</b>		X			X					X
<b>CO5</b>				X				X		X

### Recommended Books

- George E Rejda, (2009), Principles of Risk Management and Insurance, Twelfth Edition, Pearson, New Delhi.
- P.K. Gupta, (2010), Insurance and Risk Management, First Edition, Himalaya Publishing House, Mumbai.
- Dorfman, Mark S., (2008), Introduction to Risk Management and Insurance, 10th Edition, Prentice Hall India, New Delhi.

### Reference Books

- Gregory R Niehaus, (2007), Risk Management and Insurance, Scott E. Harrington, Second Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
- P. Periasamy, (2009), Principles and Practice of Insurance, Second Edition, Himalaya Publishing House, Mumbai.
- C. Arthur Williams, Jr. Peter Young, Michael Smith, (2007), Risk Management and Insurance, Eighth Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.

## SEMESTER IV

### HUMAN RESOURCE MANAGEMENT

Semester IV			
International Human Resource Management			
Course Code	20MBAHR401	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

#### Course Overview:

The primary objective of this course is to make students aware of the International Human Resource functions. The policies and practices at all levels in multinational organizations is emphasized. The concepts related to recruitment, selection, compensation and performance management in an expatriate scenario are highlighted in the course.

#### Course Objectives:

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

Contents
<b>MODULE 1- (10 Hours) (CO1)</b> <b>Introduction to IHRM:</b> Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management
<b>MODULE 2-( 6 Hours) (CO2)</b> <b>Strategies for International Growth:</b> Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, the limits of global integration, Becoming locally responsive: understanding diversity, responding to diversity, the challenges of localization, Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances
<b>MODULE 3- (8 Hours) (CO3)</b> <b>Recruitment, Selection and staffing in International context:</b> International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods-using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.
<b>MODULE 4 -(5 Hours) (CO4)</b> <b>Training and development in international context:</b> Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies
<b>MODULE 5-(10 Hours) (CO5)</b> <b>International Compensation:</b> Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation,

compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

Performance Management: performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country-specific performance management practices.

International Labour Relations: Key issues, response of labour unions to MNCs

HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

### Practical Component:

Sl No	Topic
1	Visit an MNE organization and study the HR shared services operations performed.
2	Meet a HR manager of a MNE and discuss to understand the challenges faced by organizations in evaluating the performance of international assignees.

### Assignment Component:

Sl No	Topic
1	Study and compare Recruitment, Selection and Training practices in various countries.
2	Study Indian and US legal aspects involved when deploying an employee on an International Assignment.

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the concepts and knowledge about the range of Human Resource functions in an expatriate scenario
<b>C02</b>	Apply individual abilities for training international employees and prepare compensation plans for expatriate employees.
<b>C03</b>	Evaluate the effects of different Human Resource and International Industrial Relations Strategies adopted by multinational organizations
<b>C04</b>	Examine diversity and respond to diversity challenges.
<b>C05</b>	Discuss the requirements and deploy the expatriate employees on international assignments

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>		X							X	
<b>C03</b>				X					X	
<b>C04</b>							X			
<b>C05</b>										

### Recommended Books

- 1.Evans, Pucik, Barsoux, The Global Challenge- framework for International Human Resource Management, Tata McGraw-Hill Irwin.
- 2.Peter J Dowling, Denice E Welch, International Human Resource Management-, Cengage Learning
- 3.Tony Edwards, Chris Rees, International Human Resource Management, Person Education

### Reference Books

- 1.K Aswathappa, Sadhna Das, International Human Resource Management, Mc Graw Hill Companies
- 2.Monir H Tayeb, International Human Resource Management -- Oxford University Press - 2005.
- 3.PL Rao, International Human resource Management –Excel Books



Semester IV			
Human Resource Analytics			
Course Code	20MBAHR402	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

#### Course Overview:

This course introduces the student to the theory, concepts and business application of human resources research, data, metrics, systems, analyses, and reporting. The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management, and will prepare reports to present findings and recommendations.

#### Course Objectives:

- To analyze appropriate internal and external human resource metrics, benchmarks and indicators.
- To employ appropriate software to record, maintain, retrieve and analyse human resources information.
- To apply quantitative and qualitative analysis to understand trends and indicators in human resource analytics; understand and apply various statistical analysis methods.
- To manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization

Contents
<p align="center"><b>MODULE 1- ( 7 Hours) (CO1)</b></p> <p><b>HR Analytics introduction:</b> Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey, Understanding the organizational system (Lean), Locating the HR challenge in the system , Valuing HR Analytics in the organizational system. Typical application of HR analytics.</p>
<p align="center"><b>MODULE 2-( 8 Hours) (CO2)</b></p> <p><b>HR Analytics Framework:</b> Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards &amp; Workforce Scorecards, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework. Predictive Analytics: Steps: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.</p>
<p align="center"><b>MODULE 3- (8 Hours) (CO3)</b></p> <p><b>Insight into data driven HRA:</b> Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data</p>
<p align="center"><b>MODULE 4 -(8 Hours) (CO4)</b></p> <p><b>HR Metrics:</b> Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashboards, Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts</p>
<p align="center"><b>MODULE 5-(8 Hours) (CO5)</b></p>

**HR Scorecard:** Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

**Practical Component:**

SI No	Topic
1	To Identify the important HR metrics used in manufacturing companies
2	Collect attrition data from any two BPOs and report it using visualization tools
3	Ask students to collect manpower data of your institute and prepare HR Dashboard
4	Determine the key performance indicators in IT sector for application of predictive analytics

**Assignment Component:**

SI No	Topic
1	Collect payroll data from any 2 companies and apply HR metrics for better analysis
2	To prepare a report on the various Statistical software used for HR analytics by any two IT companies
3	Analyze the various data sources used in the corporate
4	Prepare a report on various data visualizations tools used in the industry

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the role of HR analytics in enhancing organizational effectiveness
<b>C02</b>	Apply HR Analytical frameworks for interpreting & predicting the future.
<b>C03</b>	Evaluate the typical data sources used for HR Analytics
<b>C04</b>	Examine the various statistical software used for HR Analytics
<b>C05</b>	Discuss HR measurement systems adopted in the industry

**PO-CO MAPPING**

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>		X						X		
<b>C03</b>			X							
<b>C04</b>			X						X	
<b>C05</b>	X									

**Recommended Books**

1. Moore, McCabe, Duckworth, and Alwan, The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H. Freeman, 2008.
2. Jac Fitzenz, John R. Mattox, Predictive analytics for Human Resources, II, Wiley, 2014.
3. Jac Fitzenz, Human Capital Analytics: Gene Pease Boyce Byerly, Wiley, 2013

**Reference Books**

1. Brian E. Becker, Mark A. Huselid, Mark A Huselid, The HR Scorecard: Linking People, Strategy, and Performance, by David Ulrich, 2001.
2. Tracey Smith, HR Analytics: The What, Why and How
3. Jac FIT ,The New HR Analytics: Predicting the Economic Value of Your Company's Human ENZ, 2010



<b>Semester IV</b>			
<b>Organisational Leadership</b>			
<b>Course Code</b>	<b>20MBAHR403</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:**

Organisational Leadership will enable students to understand various qualities and personality traits required to be a good leader, hence enabling them to analyse leadership styles and as a result adopt & inculcate them in their roles as managers in the future.

**Course Objectives:**

- To be able to describe and identify the application of leadership styles & practices followed in organization
- To be able to describe and explain apply and solve the workplace problems through leadership practices
- To be able to classify and categorize different leadership practices and styles followed in the organization
- To be able to appraise and judge the practical applicability of leadership practices followed in the organization

<b>Contents</b>
<b>MODULE 1- (7 Hours) (C01)</b>
<b>Introduction to Leadership:</b> Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory
<b>MODULE 2-(8 Hours) (C02)</b>
<b>Leadership traits and ethics:</b> Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory
<b>MODULE 3- (8 Hours) (C03)</b>
<b>Leadership behavior, motivation and contingency leadership:</b> Leadership behaviour and styles, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory
<b>MODULE 4 -(8 Hours) (C04)</b>
<b>Team Leadership:</b> The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self-managed teams, the changing role of leadership in self-managed teams
<b>MODULE 5-( 8 Hours) (C05)</b>
<b>Organizational Leadership:</b> Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

**Practical Component:**

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	Discussion on traits of Hitler, A. M Naik.
<b>2</b>	Anand Mahindra as Contingency Leader-Presentation
<b>3</b>	Team building by Pawan Goenka-Discussion
<b>4</b>	Women Leadership: Mallika Srinivasan, Roopa Kudva, Roshni Nadar- Presentation

### Assignment Component:

Sl No	Topic
1	Identify a global leader and analyze the leadership style adopted.
2	Analyses of gender-based leadership patter in India.
3	Identify 4-5 leaders from different industries and compare their leadership styles.
4	Critically evaluate the leadership style of Richard Branson and Jack Welch

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>CO1</b>	Understand the fundamental concepts & theories of Organizational Leadership
<b>CO2</b>	Apply the knowledge of Organizational Leadership in workplace settings.
<b>CO3</b>	Evaluate the dynamics of Leadership traits.
<b>CO4</b>	Examine the traits of Leaders from different walks of life.
<b>CO5</b>	Discuss the importance of ethics in Organizational Leadership.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
<b>CO</b>										
<b>CO1</b>	X									
<b>CO2</b>					X			X		
<b>CO3</b>					X					
<b>CO4</b>		X							X	
<b>CO5</b>			X							

### Recommended Books

1. Lussier Achus, Effective Leadership- Third edition, Thomson Southwestern, 2007
2. Hughes, Ginnet, Curphy, Leadership-Enhancing the Lessons of experience, Fifth edition, Tata McGraw Hill, 2006
3. Andrew J Durbrin, Leadership-Research findings, Practice, and skills, Fourth edition, Biztantra, 2007

### Reference Books

1. Gary Yukl, Leadership in Organizations, Pearson Education, 6<sup>th</sup> Edition, 2009
2. Richard L Daft, The Leadership Eperience, Cengage Learning, 2<sup>nd</sup> Edition, 2002
3. Craig Watson, Dynamics of leadership, Jaico Publication

## Semester IV

### Performance Management and Competency Mapping

Course Code	20MBAHR404	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

#### Course Overview:

The course aims and making Students to understand the importance and relevance of Performance Management rather than restricting to Performance Appraisal. Also the importance of competency mapping for both employees and Organization is highlighted

#### Course Objectives:

- To provide theoretical background in the field of Performance Management.
- To acquaint the students with the concept of PFM, process and pillars of PFM
- aims to equip students with the skills and knowledge to enable them to effectively implement a competency based management
- enable students to design, evaluate and adapt competency-based HR management systems

#### Contents

##### MODULE 1- ( 8 Hours) (C01)

**Performance Management**-Introduction, Linkage with other HR Systems- Elements of Performance Management –Facilitating Performance and Encouraging performance – Setting Goals & Targets – Responsibilities before, during, after Performance & Development

##### MODULE 2-(10 Hours) (C02)

**Pay for Performance (PfM)**- Process, System, Theatre-Pillars of PfM theatre – Planning and Monitoring - Performance & Development& Mentoring, Managee Development  
Annual Stock taking – Stock taking Performance, Stocktaking Potential, Appraising for Recognition and Reward-Getting 12 to grips – Transmuting Learning into Action, Operationalising Change through Performance Management, Building & Leading High Performing Teams

##### MODULE 3- ( 6 Hours) (C03)

**Performance Management and Organizational Change**-Reward management and the Management of Change – Strategic Reward Management – Employee Relations and Involvement Strategies and the Management of Change – 360 Degree Feedback and Performance Management System – Assessment Development Centres

##### MODULE 4 -(8 Hours) (C04)

**Competency Mapping:** Concept - Role and competency, Characteristics of competency, Competency versus competence, Evolution of Competency Based HRM; Competency Framework (Model), Types of competencies–generic/specific, threshold/performance, and differentiating and technical, managerial, and human

##### MODULE 5-(7 Hours) (C05)

**Competency Model:** Framework: strategic framework – linking HR processes to organizational strategy, development of personal competency framework, Lancaster Model of managerial competencies.

Developing competency model – Understanding job positions, Data collection instruments for job descriptions, Stages in design and implementation of competency model-Competency assessment and competency development, integration of HR function

#### Practical Component:

Sl No	Topic
1	Setting Goals & Targets by Sales Department.
2	Building & Leading High Performing Teams by R & D team of Pharmaceutical Companies.
3	Competency mapping for Marketing Analyst Jobs.
4	Understanding job positions.

### Assignment Component:

Sl No	Topic
1	Setting Goals & Targets by FMCG Department
2	Building & Leading High Performing Teams by Tata Sons
3	360 Degree Feedback and Performance Management System –At Indian Family Based Business
4	Competency Mapping for Teaching Profession

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand importance of performance management and Competency mapping.
<b>C02</b>	Apply reward management for better management of employer-employee relationship.
<b>C03</b>	Evaluate the impact of environmental factors on Organization performance management.
<b>C04</b>	Examine the framework of Competency Model to be implemented in the organization.
<b>C05</b>	Discuss strategic framework and its linkage with HR processes to organizational strategy.

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>		X						X		
<b>C02</b>				X				X		
<b>C03</b>				X						
<b>C04</b>				X						
<b>C05</b>		X							X	

### Recommended Books

- 1.T.V. RAO, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2004
- 2.Ganesh Sherman, Competency based HRM, Tata McGraw Hill.
- 3.Michael Armstrong and Helen Murlis, Handbook of Reward Management, Crest Publishing House, New Delhi,2005

### Reference Books

- 1.Herman Aguinis, Performance Management, Pearson Publications
- 2.Boan R, Sparrow P., Designing and Achieving Competency: A competency-based approach to developing people, McGraw Hill
- 3.T.V. Rao, Gopal Mahapatra, et all, 360 Degree Feedback and Performance Management System, Vol 2, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2002, (Reprint 2006)

## Semester IV

### Personal Growth and Interpersonal Effectiveness

Course Code	20MBAHR405	CIE Marks	50
Course Credits	3	SEE Marks	50
Teaching Hours/ Week (L-T-P)	39 Hours (3-0-0)	SEE Duration	3 Hours

#### Course Overview:

The primary objective of this course is to make students aware of themselves, their personality and others. The course enables an understanding of the emotional aspects and the functions of the mind are emphasized. A better understanding of interpersonal relations leading to personal growth and development are highlighted in the course.

#### Course Objectives:

- To identify strengths and weaknesses as an individual, as a member of a group/organization using personality types
- To understand the concepts of self awareness, self esteem, NLP and Locus of Control
- To understand Interpersonal growth and effectiveness

### Contents

#### MODULE 1- ( 5 Hours) (CO1)

**Personal growth:** Meaning and concepts, Self-awareness and self-esteem, Life Roles, Social roles and Organizational roles. Nature and scope of personal growth

#### MODULE 2-( 8 Hours) (CO2)

**Feeling, thinking and behaviours:** Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, Emotional intelligence. Attitudes, beliefs, Values and their impact on behaviour. Personal change- meaning, nature and requisites. Social adjustments and habit formation. Habits of personal effectiveness. Seven habits of highly effective people. 8<sup>th</sup> habit by Stephen Covey

#### MODULE 3- (7 Hours) (CO3)

**Basic functions of mind:** Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Neuro Linguistic Programming

#### MODULE 4 -(10 Hours) (CO4)

**Interpersonal relations and personal growth:** Interpersonal needs, motivation and behaviour- FIRO-B and Johari Window. Defense Mechanism in groups  
Transactional Analysis- Ego states, types of transactions and time structuring. Life position, scripts and games

#### MODULE 5-(9 Hours) (CO5)

**Experience learning methodologies:** T-group, sensitivity training, encounter groups and human process labs  
Pedagogy and Androgogy. Adult Learning Process; learning styles and its relatedness to personality development

### Practical Component:

Sl No	Topic
1	Students must to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.

### Assignment Component:

Sl No	Topic
1	Conduct an in depth study about various personality traits & TA and submit a detailed report.
2	Undergo psychometric test like MBTI, FIRO-B, Big Five etc , conduct SWOT analysis and prepare a personal growth plan based on the results

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand the components of personal growth
<b>C02</b>	Apply self-awareness by understanding various personality theories.
<b>C03</b>	Evaluate the importance of creativity and innovation by understanding the functions of mind
<b>C04</b>	Examine the aspects of interpersonal growth and handling conflicts, managing Time and self analysis.
<b>C05</b>	Discuss the learning process and style for personality development

### PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>	X									
<b>C02</b>	X								X	
<b>C03</b>							X			
<b>C04</b>			X							
<b>C05</b>		X								

### Recommended Books

1. John. W. Newstrom and Keith Davis, Organizational Behaviour - Human Behavior at work, Tata McGraw Hill, 11/e, 2003
2. Robert N. Lussier, Human Relations in organizations. 6th edition, Mc-Graw Hill Education
3. Whetten& Cameron, Development Management Skills, 7th Ed. Pearson, PHI.

### Reference Books

1. Udai Pareek, Understanding OB –Oxford University Press.
2. Calvin S Hall Et Al ,Theories of Personality –, Wiley Publication
3. Stephen R Covey, Simon & Schuster Seven Habits of Highly Effective People,

**Semester IV****Workplace Ethics**

<b>Course Code</b>	<b>20MBAHR406</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>3</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>39 Hours (3-0-0)</b>	<b>SEE Duration</b>	<b>3 Hours</b>

**Course Overview:**

The Course Provides students with an overview of business ethics and ethical management practices, with emphasis on the process of ethical decision-making and working through contemporary ethical dilemmas faced by business organizations, managers and employees

**Course 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.

**Contents****MODULE 1- ( 8 Hours) (C01)**

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

**MODULE 2-(8 Hours) (C02)**

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

**MODULE 3- ( 8 Hours) (C03)**

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

**MODULE 4 -( 6 Hours) (C04)**

**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-( 9 Hours) (C05)**

**Teamwork, Discrimination and Harassment at Workplace & Ethics:** Teams work and professional responsibility, rules of professional responsibility, ASME code of ethics. Discrimination, sexual harassment, creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan –Supreme Court directions, Compulsory workplace guideline

**Practical Component:**

<b>Sl No</b>	<b>Topic</b>
<b>1</b>	To find out the problems and causes for unethical behavior at workplace in Garment Industries

2	To visit organizations and find out the measures adopted to control unethical behavior of employees
3	To compare and contrast the various ethical codes of conduct practiced in organizations
4	To study the recent cases on breach of workplace privacy

**Assignment Component:**

Sl No	Topic
1	Analyse Whistle Blowing Case let of Ranbaxy.
2	Religion and spirituality Knowing your limits
3	Computer Crimes.
4	Mental Health Act and codes of ethics Consent, confidentiality, and privacy

**Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Understand organizational challenges to ethical behaviour.
<b>C02</b>	Apply knowledge of established methodologies of solving ethical problems.
<b>C03</b>	Evaluate moral reasoning to specific situations and defend the conclusions of that reasoning.
<b>C04</b>	Examine the inherent conflict of interest in many business decisions.
<b>C05</b>	Discuss the practical steps that can be taken to address the problems relating to ethics at individual, team and at Organisation level.

**PO-CO MAPPING**

PO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	PS03
<b>CO</b>										
<b>C01</b>		<b>X</b>								
<b>C02</b>		<b>X</b>								<b>X</b>
<b>C03</b>	<b>X</b>									<b>X</b>
<b>C04</b>	<b>X</b>			<b>X</b>						
<b>C05</b>				<b>X</b>					<b>X</b>	

**Recommended Books**

1. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
2. Sathish Modh: Ethical Management: Macmillan.

**Reference Books**

1. R.S Nagarazan: Professional ethics and Human Value, New Age International Publishers, 2006



<b>Semester IV</b>			
<b>Skill Development Programme - 2</b>			
<b>Course Code</b>	<b>20MBAS41</b>	<b>CIE Marks</b>	<b>50</b>
<b>Course Credits</b>	<b>1</b>	<b>SEE Marks</b>	<b>50</b>
<b>Teaching Hours/ Week (L-T-P)</b>	<b>13 Hours (0-0-1)</b>	<b>SEE Duration</b>	<b>90 minutes</b>

**Course Overview** Skill development is a vital tool to empower people, to safeguard their future and for the overall development of an individual. It is an important aspect that enhances employability in today's globalisation. Skills are as essential as one's academic status. Education and skills should now go hand in hand

### **Course Objective**

1. To identify the individual employability skill deficiencies and assess them in order to raise confidence and improve productivity.
2. To enable the students **through proper skill development**. to be successful in professional life.

<b>Contents</b>
<b>MODULE 1- The Fine Art of Communication (2 Hours) (CO1)</b>
<p><b>Listening-</b> the art of listening- elements of listening, being an effective listener- practical exercises in listening,</p> <p><b>Reading-</b> Understanding the elements of effective reading, using skimming and scanning techniques for rapid reading, reading for comprehension- exercises in Reading</p> <p><b>Writing-</b> Elements of good writing – paragraphing skills, coherence and cohesion, lexical resources, grammatical range and accuracy in writing – exercise in writing tasks.</p> <p><b>Speaking-</b> Elements of effective presentation skills- Vocal and Verbal Communication, expression of ideas and opinions, skills in handling a conversation and a dialogue.</p> <p><b>Group discussion-</b> Purpose-Process- understanding the criteria for assessment, right types of behaviour in GD- GD practice sessions</p>
<b>MODULE 2 – Information Technology Skills ( 4 Hours) (CO2)</b>
<p><b>MS Word: Understanding the Business Functionalities of various options available in MS Word</b></p> <p>a) Creating a new document – Typing Skills (25 to 30 wpm). Editing a document, Text formatting, Finding and replacing text and checking spelling. Using Clip gallery, Working with tables, Using Mail merge, Creating a new data source. Accessing the data document, Printing a document</p> <p><b>MS Excel: Understanding the various functionalities of MS Excel</b></p> <p>Basic operations: Operators in Excel, Modifying the worksheet layout, Working with functions – Date and Time function, Statistical function, financial function, Mathematical function. Formatting Charts. Finding Trends in Data. Using Sorting, Filter Functions, Text to Column Functions. Learning and Implementing Conditional Formatting. Learning and Implementing V-Lookup and H-Lookup. Learning and Implementing PIVOT. Inserting Charts, Graphs, Tables etc.</p>

### MODULE 3 – Presentation Skills (3 Hours) (C03)

#### **Power Point Presentation: Understanding the various functionalities of MS Power Point**

Creating a presentation slide, Working with the text, Moving the frame and inserting clip art, Formatting the slide design. Designing the Master Slide and Theme Slide. Implementing the Organizational Charts, Functional Charts, Process Flow Charts, Timing Diagram, Gaunt Charts and Other Project Management Tools required for the business. Running Slide Shows, Adding Transitions and Animations.

**Hands on Activities:** short presentations. Designing and delivering business presentations – planning an effective business presentation – identify your key message, know your audience, organizing the content, vocal quality, delivery style.

### MODULE 4 – Personal Branding and Interview Skills (2 Hour) (C04)

The 4 C's of personal Personal branding, Step by step process of personal branding- Art and Science of Creating a First Image, Clothes Power, Etiquette Ready, Fitness, Colour and Clinic, Make-up, Grooming Personal Hygiene, and Business Etiquette

Understanding the interview process – ground work before interview – interviewing for success. Tips on power dressing – exhibiting appropriate body language – Mock interviews and assessment

### MODULE 5 – Skill Development (2 Hours) (C05)

Skill development activities on leadership, team building, conflict management, event management, self-management, life skills, Emotional Intelligence, positive thinking, crisis management, Digital skills: mock trading activities, e-HR activities and other related skill development activities

#### **Pedagogy**

Movie clips, videos, Educational games, examples, story/sharing questionnaire/role play/exercises/ Task, Video/Audio recording, Group talk. Numerous GDs, Mock Interviews followed by exhaustive feedback rounds. Pedagogy exhaustively involves Methodologies to Crack GDs', Resume Building Techniques & Tips to Crack Interviews

The students need to maintain files on the system to record the new word document, excel file and presentation.

#### **Course Outcomes**

At the end of the Course, the Student will be able to:

<b>C01</b>	Develop an understanding on the nuances of the fine art of communication
<b>C02</b>	Explore the application of information technology in business
<b>C03</b>	Assess the role of presentation skills in communication
<b>C04</b>	Understand the significance of personal branding in the interview process
<b>C05</b>	Discuss the contemporary skills needed to succeed in the workplace

## PO-CO MAPPING

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO										
CO1	X									
CO2			X							
CO3									X	
CO4									X	
CO5								X	X	

### Recommended Books

1. Butterfield, "Soft Skills for Everyone", Cengage Learning
2. Lehman / Dufrene / Sinha, "BCOM – A South-Asian Perspective", Cengage Learning
3. Andrews, Sudhir, "How to Succeed at Interviews", Tata McGraw Hill
4. R. Alec Mackenzie, "The Time Trap: The Classic book on Time Management", AMACOM

### Reference Books

1. Gopaldaswami Naresh, "The Ace of Soft Skills", Pearson
2. Raman/Upadhyay, "Soft Skills – Key to Success in Workplace and Life", Cengage Learning
3. Computer Fundamentals- Anita Goel- Pearson
4. Information Technology- Dr. Sushila Madan, 4th Edition, Taxmann's
5. Career Development Centre, "Soft Skills", Green Pearl Publications
6. M Ashraf Rizvi, "Resumes and Interviews: The Art of Winning", McGraw Hill Education.
7. M Ashraf Rizvi, "Effective Technical Communication", McGraw Hill Education.
8. Peter W Cardon, Business Communication, McGraw Hill Education.
9. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, "Interpersonal Skills in Organisation", Tata McGraw Hill Education.
10. B N Ghosh, "Managing Soft Skills for Personality Development", McGraw Hill Education.
11. Levitt and Harwood, "Your Career: How to Make it Happen", Cengage Learning

### **20MBAPR41 – Project Work:**

The student will undergo a final project for 6 weeks after completing the course requirements of the fourth semester in their area of specialization. Student is free to affiliate with an organization, do a research and submit a report or do a research independently in the area of interest and submit a report. The project will be done under the supervision of an internal guide and an external guide. The student will be able to apply the knowledge gained from the specialization courses to the problem area given by the organization or problem identified independently. This will enhance their functional knowledge and develop their problem solving skills to become industry ready. This will also act as a platform for the students for career opportunities. The evaluation of the report will be done by both internal guide and external examiner. Also a viva-voce examination will be conducted by a panel of internal and external examiners with equal weightage of marks. Course outcomes: CO1 CO2 Ability to CO3 CO4 Ability to plan the research using the Gantt chart CO5 Ability to prepare the suggestions and recommendations which incorporates professional values and makes business sense CO6 Ability to submit a written report, poster and video presentation CO7 Ability to explain the work through an oral presentation that includes economical, legal, and ethical aspects of business.

## Course Outcomes

At the end of the project work undertaken, the Student will be able to:

<b>C01</b>	List out the management theories and practices to solve the identified problem
<b>C02</b>	Conduct Literature review to identify the constructs related to the problem taken up for study
<b>C03</b>	Identify the appropriate research design and incorporate the right research methodology for data based decision making
<b>C04</b>	Prepare the suggestions and recommendations as per the study undertaken which incorporates professional values
<b>C05</b>	Draft an appropriate research report

## **20MBAS41 - SDP - 2:**

### Course Outcomes

At the end of the Course, the Student will be able to:

<b>C01</b>	Develop an understanding on the nuances of the fine art of communication
<b>C02</b>	Explore the application of information technology in business
<b>C03</b>	Assess the role of presentation skills in communication
<b>C04</b>	Understand the significance of personal branding in the interview process
<b>C05</b>	Discuss the contemporary skills needed to succeed in the workplace