

P.E.S. COLLEGE OF ENGINEERING, MANDYA-571401
(An Autonomous Institution under VTU, Belagavi)

VISION

“An institution of high repute, imparting quality education to develop innovative and Humane engineers”

MISSION

“Committed to develop students potential through high quality teaching-learning processes and state of the art infrastructure”

Post Graduate Department of Management Studies

The Post Graduate Department of Management Studies was started during the year 2009 with 60 intake. It comprises of well-experienced qualified faculty members from Industry & Academia to impart latest information to students & train them to meet the liberalized and globalized market demand.

VISION

“Centre for pursuing Business Management by Developing Best Leadership through best Pedagogical methods.”

MISSION

- To create an ambience for Creative & Innovative Learning
- To develop Self Confident & Self Reliant Leaders for future
- To impart Business Acumen with Right Values & Culture

MASTER OF BUSINESS ADMINISTRATION

Program Objectives

1. To help and enable the students to acquire knowledge, skills in different verticals of Business management practices.
2. To help and enable the students to apply such knowledge to different business areas and develop solution for betterment of business in the most ethical manner.
3. To help and enable the students to develop overall personality to execute their skills.

Program outcomes

PO1. Apply knowledge of management theories and practices to solve business problems.

PO 2. Foster Analytical and critical thinking abilities for data-based decision making.

PO 3. Ability to develop Value based Leadership ability.

PO 4. Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.

PO 5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Credit pattern

Core Courses - I Semester 07 with 22 credits

II Semester 07 with 22 credits

III Semester 02 with 06 credits

IV Semester 02 with 06 credits

Total credits for core courses is 56 credits

Elective Course-III Semester 12 credits

IV Semester 12 credits

Total credits for elective courses is 24 credits

Lab - I Semester 02 with 02 credits

II Semester 02 with 03 credits

III Semester 01 with 02 credits

Total credits for lab courses is 07 credits

Seminar I Semester 01 credits

Project work-12 credits

A total of 100 credits for 2 years MBA programme

An overview of credit distribution for MBA programme 2019-21

Sl.	Courses	Credits per course	Total No. of credits
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No.			
1.	I Semester – 09 course 06 core course 01 core course 01 Lab 01 Seminar	03 04 02 01	25
2.	II Semester – 09 course 06 core course 01 core course 01 Lab 01 Lab	03 04 02 01	25
3.	III Semester – 02 core course 04 elective course 01 Lab	03 03 02	20
4.	IV Semester – 02 core course 04 elective course 01 Project Evaluation 01 Project Viva Voce	03 03 08 04	30
	Total		100

P E S College Of Engineering, Mandya
(An Autonomous Institution under VTU, Belgaum)
POST GRADUATE DEPARTMENT OF MANAGEMENT STUDIES
Scheme of Teaching & Examination
Master of Business Administration (M B A) 2019

FIRST SEMESTER							
SL N O	COURSE CODE	COURSE	CREDIT PATTER N L:T:P:H	TOTAL CREDI TS	EXAMINATIO N		
					MARKS		
					CI E	SE E	TOT AL
1	P19MBA11	Accounting for Managers	4:0:0:4	3	50	50	100
2	P19MBA12	Marketing Management	4:0:0:4	3	50	50	100
3	P19MBA13	Management Fundamentals & Organizational Behaviour	4:0:0:4	3	50	50	100
4	P19MBA14	Management Information System	4:0:0:4	3	50	50	100
5	P19MBA15	Business Analytics	4:0:0:4	3	50	50	100
6	P19MBA16	Business Economics	4:0:0:4	3	50	50	100
7	P19MBA17	Business Communication	3:0:2:4	4	50	50	100
8	P19MBA18	Effective Communication Development (ECD)*	1:0:2:4	2	50	50	100
9	P19MBA19	Socially Relevant Cases- Seminar	0:0:2:4	1	50	-	50
		TOTAL		25	40 0	40 0	850

CIE- Continuous Internal Evaluation

L-Lecture, T-Tutorial, P-Practical, Hours-H

SECOND SEMESTER							
SL N O	COURSE CODE	COURSE	CREDIT PATTERN L:T:P:H	TOT AL CRE DITS	EXAMINATION		
					MARKS		
					CIE	SEE	TOTAL
1	P19MBA21	Financial Management	4:0:0:4	3	50	50	100
2	P19MBA22	Quantitative Techniques	4:0:0:4	3	50	50	100
3	P19MBA23	Human Resource Management	4:0:0:4	3	50	50	100
4	P19MBA24	Business Research Methods	4:0:0:4	3	50	50	100
5	P19MBA25	International Business Management	4:0:0:4	3	50	50	100
6	P19MBA26	Work Place Ethics	4:0:0:4	3	50	50	100
7	P19MBA27	Corporate Communication	3:0:1:4	4	50	50	100
8	P19MBA28	Computer Lab 1	0:0:2:2	1	50	-	50
9	P19MBA29	Professional Communication Development (PCD)*	1:0:2:4	2	50	50	100
		TOTAL		25	450	400	850

CIE- Continuous Internal Evaluation

L-Lecture, T-Tutorial, P-Practical, Hours-H

THIRD SEMESTER							
SL NO	COURSE CODE	COURSE	CREDIT PATTERN L:T:P:H	TOTAL CREDITS	EXAMINATION		
					MARKS		
					CIE	SEE	TOTAL
1	P19MBA31	Supply Chain Management	4:0:0:4	3	50	50	100
2	P19MBA32	Project Management	4:0:0:4	3	50	50	100
3	P19MBA33	Computer Lab 2	1:0:2:3	2	50	-	50
4	P19MBA EL 1	Elective 1	4:0:0:4	3	50	50	100
5	P19MBA EL 2	Elective 2	4:0:0:4	3	50	50	100
6	P19MBA EL 3	Elective 3	4:0:0:4	3	50	50	100
7	P19MBA EL 4	Elective 4	4:0:0:4	3	50	50	100
		TOTAL		20	400	350	750

CIE- Continuous Internal Evaluation

L-Lecture, T-Tutorial, P-Practical, Hours-H

FINANCIAL MANAGEMENT		
P19 MBA EL 1	P19 MBA 3F1	Financial Services and Banking Practices
P19 MBA EL 2	P19 MBA 3F2	Mergers, Acquisitions and Corporate Restructuring
P19 MBA EL 3	P19 MBA 3F3	Advanced Financial Management
P19 MBA EL 4	P19 MBA 3F4	Investment Management
MARKETING MANAGEMENT		
P19 MBA EL 1	P19 MBA 3M1	Consumer Behaviour
P19 MBA EL 2	P19 MBA 3M2	Rural Marketing
P19 MBA EL 3	P19 MBA 3M3	Industrial Marketing
P19 MBA EL 4	P19 MBA 3M4	Service Marketing
HUMAN RESOURCE MANAGEMENT		
P19 MBA EL 1	P19 MBA 3H1	Organization Structure, Process & Design
P19 MBA EL 2	P19 MBA 3H2	Legal Environment & Industrial Legislation
P19 MBA EL 3	P19 MBA 3H3	Team Development & Leadership
P19 MBA EL 4	P19 MBA 3H4	Strategic Human Resource Management

DUAL SPECIALIZATION					
Marketing Management & Financial Management		Marketing Management & Human Resource Management		Financial Management & Human Resource Management	
MBA 3M1	Consumer Behaviour	MBA 3M1	Consumer Behaviour	MBA 3F1	Financial Services and Banking Practices
MBA 3M2	Rural Marketing	MBA 3M2	Rural Marketing	MBA 3F2	Mergers, Acquisitions and Corporate Restructuring
MBA 3F1	Financial Services and Banking Practices	MBA 3H1	Organization Structure, Process & Design	MBA 3H1	Organization Structure, Process & Design
MBA 3F2	Mergers, Acquisitions and Corporate Restructuring	MBA 3H2	Legal Environment & Industrial Legislation	MBA 3H2	Legal Environment & Industrial Legislation

FOURTH SEMESTER							
SL N O	COURSE CODE	COURSE	CREDIT PATTER N L:T:P:H	TOTA L CREDI TS	EXAMINATION		
					MARKS		
					CIE	SEE	TOTA L
1	P19MBA41	Entrepreneurship Development	4:0:0:4	3	50	50	100
2	P19MBA42	Strategic Management	4:0:0:4	3	50	50	100
3	P19MBA43	Project Evaluation	-----	8	-	100	100
4	P19MBA44	Project Viva Voce	-----	4	-	50	50
5	P19MBA EL 1	Elective 1	4:0:0:4	3	50	50	100
6	P19MBA EL 2	Elective 2	4:0:0:4	3	50	50	100
7	P19MBA EL 3	Elective 3	4:0:0:4	3	50	50	100
8	P19MBA EL 4	Elective 4	4:0:0:4	3	50	50	100
		TOTAL		30	350	500	850

CIE- Continuous Internal Evaluation

L-Lecture, T-Tutorial, P-Practical, Hours-H

FINANCIAL MANAGEMENT		
P19 MBA EL 1	P19 MBA 4F1	Portfolio Management
P19 MBA EL 2	P19 MBA 4F2	Financial Derivatives
P19 MBA EL 3	P19 MBA 4F3	International Financial Management
P19 MBA EL 4	P19 MBA 4F4	Tax Management
MARKETING MANAGEMENT		
P19 MBA EL 1	P19 MBA 4M1	Retail Management
P19 MBA EL 2	P19 MBA 4M2	Strategic Brand Management
P19 MBA EL 3	P19 MBA 4M3	Integrated Marketing Communication
P19 MBA EL 4	P19 MBA 4M4	International Marketing Management
HUMAN RESOURCE MANAGEMENT		
P19 MBA EL 1	P19 MBA 4H1	International Human Resource Management
P19 MBA EL 2	P19 MBA 4H2	Organizational Change & Development
P19 MBA EL 3	P19 MBA 4H3	Training & Development
P19 MBA EL 4	P19 MBA 4H4	Personal Growth & Inter personal Effectiveness

DUAL SPECIALIZATION					
Marketing Management & Financial Management		Marketing Management & Human Resource Management		Financial Management & Human Resource Management	
MBA 4M1	Retail Management	MBA 4M1	Retail Management	MBA 4F1	Portfolio Management
MBA 4M2	Strategic Brand Management	MBA 4M2	Strategic Brand Management	MBA 4F2	Financial Derivatives
MBA 4F1	Portfolio Management	MBA 4H1	International Human Resource Management	MBA 4H1	International Human Resource Management
MBA 4F2	Financial Derivatives	MBA 4H2	Organizational Change & Development	MBA 4H2	Organizational Change & Development

FIRST SEMESTER
ACCOUNTING FOR MANAGERS

Course Code: P19MBA 11
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To make students understand the basic accounting equation and accounting principles and making them understand the process of preparation of financial statements.
2. To expose students to tools and techniques of financial statement analysis.
3. To equip student's with the ability to analyze and understand company's financial situation
4. To expose students to fundamentals of cost and variable costing
5. To expose student to practical situations involving several cases in order to apply the theoretical concepts in developing suitable strategies for better practices in decision making and cost control.

Course Outcomes: students will be able to

1. Exhibit theoretical knowledge of accounting and apply same in real time business world.
2. Prepare and analyse the organizations financial statements as per the Accounting Standard and Company Act and financial statement analysis using ratios and interpret the results thereof.
3. Prepare fund flow statement and cash flow statement and interpret the results thereof.
4. Apply the knowledge of depreciation accounting and recent trends in accounting.
5. Exhibits better understanding on cost and its classifications, CVP models and BEP analysis.

Module 1

10 Hours

Basics of Accounting: Introduction to Accounting, Accounting Equations, Accounting Principles (Conventions and Concepts), Users of Accounting and Accounting disclosures, IFRS and Accounting Standards.

Problems on Basic Accounting Equation, Journal, Ledger, Subsidiary Books (Purchases Book, Purchases Returns Book, Sales Book, Sales Returns Book, and Three columnar Cash Book), Preparation of Trail Balance (13-130, Text Book 1)

Module 2

16 Hours

Preparations of Financial Statement: Problems on Preparations of final accounts of sole trading concern and companies (excluding partnership) including both horizontal and vertical format. (131-173 Text Book 2)

Analysis of Financial Statements -Ratio Analysis: Analysis of Financial performance of a firm through Ratio analysis – Liquidity ratios, Leverage ratios, Activity ratio and Profitability ratios - Inter firm and Intra firm comparisons and Do Pont analysis.

Problems on Ratio analysis (235-269, Text book 2)

Module 3

10 Hours

Analysis of Financial Statements- Fund Flow and Cash Flow Statement: Fund flow statement and Cash flow statement – meaning and concepts, applications.

Problems on Preparations of Fund Flow and Cash flow statement (AS3) (174-234, Text book 2)

Module 4

6 Hours

Depreciation Accounting- Meaning, Causes, Methods of Depreciation, and Myths of Depreciation.

Problems on Straight line method, Written Down method, and Change in Depreciation method.

Emerging issues on Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting.

Module 5

10 Hours

Cost Management: Cost Overview- concept & classification of costs- cost analysis for management decision making.

Problems on Preparation of Cost Sheets (simple problems to understand the different heads of Cost Sheet).

Variable costing: Concept of variable (Marginal) costing, advantage of variable costing. Cost-volume – profit (CVP) Relationship: Profit planning- behavior of expenses in relation to volume. CVP model- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model- Utility of the Model in Management Decision Making (only theory).

Problems (Simple) on BEP analysis including Margin of Safety and Profit planning.

Practical Components:

- ✓ Students have to collect the annual reports of Sole trader or Companies and present a report on the financial position after reading the director's, auditor's report
- ✓ Students have to analyze the cash flow statement of the Companies and report on the cash position of the organization as per the Final account and Cash flow statement and give their understanding of the importance of cash flow statement on its basis
- ✓ Students have to interpret the relationship of various of ratios on the basis of Du pont analysis of any company and report on its financial strength

Related case studies to be discussed

Text Books

1. Financial accounting a managerial perspective – R. Narayanaswamy – PHI, 6/e, 2017
2. Accounting Theory and Practice – Dr. Jawahar Lal – Himalaya Publishing House – 4/e, 2017
3. IFRS: A Practical Approach, Jasmine Kaur, McGraw Hill.

References

- S.N. Maheshwari & S.K. Maheshwari – Introduction to Accountancy – Vikas Publications,11/e, 2013
- Introduction to Financial Statement Analysis – Ashish K Bhattacharya, Elsevier India
- Financial Accounting (IFRS update)– Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.
- Essentials of Financial Accounting (Based on IFRS), Bhattacharya,3/e, Prentice Hall India.

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2			
CO2	3	2			1
CO3	3	2			1
CO4	3	1			
CO5	3	2			1

3-High correlation, 2-Average correlation, 1-Low correlation

MARKETING MANAGEMENT

Course Code: P19MBA 12 CIE : 50 Marks

Credit Pattern: L: T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

1. To know the students on the cutting edge of knowledge in making strong and actionable recommendations to managements in the field of marketing.
2. To provide basic understanding of fundamentals of marketing management, consumer behaviour and the bases of market segmentation.
3. To gain the practical knowledge about products and services, pricing strategies in marketing management.
4. To provide a basic concepts of channels of distribution and promotion of strategies.
5. To provide practical framework for strategic planning and controlling of marketing communication programs.

Course Outcomes: students will be able to

1. Apply the concept of marketing management analyze the buying behavior of consumers.
2. Apply the technique of market segmentation, product positioning and differentiation.
3. Exhibit different ways of branding, pricing strategies and channel of distribution.
4. Analyze marketing and sales problems and issues common in the modern workplace.
5. Appreciate the challenges required for effective marketing management.

Module 1

12 Hours

Marketing for the New Realities: The value of marketing, The Scope of marketing – products, services and experiences etc. Value and satisfaction, Impressions and engagement and transactions and relationships. Company orientation toward the marketplace, The marketing environment: The company's microenvironment, The company's macro environment, The marketing research process and marketing information system

Buying Behaviour Analysis: Consumer Markets: Models of consumer behaviour, Characteristics affecting consumer behaviour, Consumer decision process, Types of buying decision behaviour, The buyer decision making process, The buyer decision process for new products. Business Markets: Characteristics of business markets. Buying behaviour of business market, Consumer buying behaviour Vs Business buying behaviour
(Marketing Management- Kotler & Keller, Chapter 1, 4, 5, 6 & 7 Pg 3,101,135,165 & 201)

Module 2

10 Hours

Market Segmentation, Targeting, Positioning

Market segmentation: Levels of market segmentation, Segmenting consumer markets, Segmenting business markets, Developing market segments, Requirements for effective segmentation, Market targeting, Segment strategy, Differentiation, Differentiating markets, Product positioning, Positioning strategies, Selecting the right competitive advantages, Communicating and delivering the **Market Segmentation, Targeting, Positioning**

Market segmentation: Levels of market segmentation, Segmenting consumer markets, Segmenting business markets, Developing market segments, Requirements for effective segmentation, Market targeting, Segment strategy, Differentiation, Differentiating markets, Product positioning, Positioning strategies, Selecting the right competitive advantages,

Communicating and delivering the chosen position. (Marketing Management- Kotler & Keller, Chapter 9,10 & 11 Pg 265, 297 & 323)

Module 3

10 Hours

Product and Branding: Define product. Levels of product, Product classifications. Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging, Product decisions, Branding strategy, Brand equity, Managing brands, New-product development and product life-cycle strategies: Innovation and new-product development strategy, New-product development process. Organizing for new-product development. Product life-cycle strategies.

Marketing services: Defining services, Nature and characteristics of a service and the service marketing mix,

Pricing Decisions: Define price. Factors to consider when setting prices, internal factors affecting pricing decisions,

External factors affecting pricing decisions, General pricing approaches, Cost-based pricing, Value based pricing, Competition-based pricing, New-product pricing strategies, Market-skimming pricing, market-penetration pricing, Product-mix pricing strategies, Price-adjustment strategies, Psychological pricing, Promotional pricing, Geographical pricing, Price changes. (Marketing Management- Kotler & Keller, Chapter 13, 14, 15 & 16 Pg 395,431, 463 & 499)

Module 4

10 Hours

Managing Marketing Channels: Supply chains and the value delivery network, The nature and importance of marketing channels, How channel members add value, Selecting channel members, Managing and motivating channel members, Evaluating channel members. Conflict, cooperation & Competition. E-commerce and M-commerce marketing practices, Managing retailing and wholesaling

Promotion: Integrated marketing communication strategy, The changing communications environment, The need for integrated marketing communications. A view of the communication process, Steps in developing effective communication. Setting the total promotion budget and mix. Socially responsible marketing communication.

Advertising: Important decisions in advertising, Setting advertising objectives, Setting the advertising budget, Developing advertising strategy, Evaluating advertising Sales promotion: Rapid growth of sales promotion, Setting sales promotion objectives, Major sales promotion tools, Developing the sales promotion programme. Events and experiences.

Public relations: The role and impact of public relations, Major public relations tools

Introduction to digital marketing

Online marketplace analysis: microenvironment, The Internet macro-environment

Introduction to social media Channels: key terms and concepts, traditional media, Social media channels. (Marketing Management- Kotler & Keller, Chapter 17, 18, 19, 20, 21 & 22 Pg 535, 567, 599, 621, 647 & 685)

Module 5

10 Hours

Developing Marketing Strategies and Plans

Marketing and customer value, corporate and division Strategic planning, business unit strategic planning

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning.

Marketing Organisation: Factors influencing the size of the marketing organization, various types of marketing structures/organisation

Marketing Audit: Meaning, Features of marketing audit, various components of marketing audit. (Marketing Management, Kotler & Keller, Chapter 2 Pg 33) (Marketing Management, Dr. K. Karunakaran, Chapter 16, Pg 239)

Practical Components:

Marketing Games and quiz for Students.

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

Case Studies in Indian Context only**Text Books**

1. Philip Kotler & Kevin Lane Keller, Marketing Management, Pearson, 15th Edition, 2016.
2. Philip Kotler, Armstrong, Principles of Marketing, Pearson Education, 12th Edition.
3. Digital Marketing: Strategy, implementation and practice, Chaffey D., Elliis-Chadwick, 5th Edition, F., Pearson, 2012

References

- Lamb, Hair, Mc Dannel, Marketing, Thomson, 7th Edition, 2004.
- Evans & Berman, Marketing, Biztantra, 2nd Edition,2005.
- William M Pride, O C Fewell, Marketing – Concepts, strategies, Biztantra, 12th Edition, 2005.
- Ramaswamy&Namakumari, Marketing Management, Macmillan, 2005.
- Arun Kumar &Meenakshi, Marketing Management, Vikas, 2007.
- Tapan Panda, Marketing Management, Excel Publication, 2nd Edition.
- Dr. K. Karunakaran, Marketing Management (Text & Cases in Indian Context), HPH, 2007.
- RajanSaxena, Marketing Management, TMH Publication, 3rd Edition.
- R Srinivasan, Case studies in Marketing – The Indian context, 5th Edition, PHI, 2012.

Recommended Books

- ✓ Marketing Management: A South Asian Perspective–Kotler, Keller,
- ✓ Koshy & Jha, 14/e, Pearson Education, 2012.
- ✓ Marketing- Lamb, Hair, Mc Dannel, 7/e, Cengage Learning 2012.
- ✓ Marketing Management, Tapan Panda, 2/e, Excel Publication.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				2
CO2	2		1		2
CO3	3		1		1
CO4	2		2		
CO5	2		2		

3-High correlation, 2-Average correlation, 1-Low correlation

MANAGEMENT FUNDAMENTALS & ORGANIZATIONAL BEHAVIOR

Course Code: P19MBA 13

CIE : 50 Marks Credit Pattern: L: T: P = 4:0:0 = 3

SEE: 50Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

1. Identify the fundamental concepts and principles of management.
2. Understand the basic concepts and theories underlying individual behaviour.
3. Insight the historical development and theoretical aspects of managerial process.
4. Illustrate the organisational Behaviour.
5. Accomplish the significance of individual behaviour in groups.

Course Outcomes: students will be able to

1. Apply the management functions and fundamental concepts and principles of management.
2. Construct the theory of management and practical application.
3. Evaluate the skills for self-grooming and working in group.
4. Analyse the managerial and behavioural concept in real world situation.
5. Accomplish the significance of espousing in recent trends in management.

Module 1

10 Hours

Management Development : Management as a process of achieving objectives through the functions of planning, organizing, co-coordinating, directing and controlling; P34-37 Mintzberg interpersonal, informational and decisional roles; P33-34 , levels of management; P38-39 Evolution of Management Thought : Scientific Management and the work of F W Taylor; P58-62 Administrative Management and Henry Fayol; P62-67,Max Weber's Ideal Bureaucracy; P56-58 The Hawthorne Studies;P71-76 McGregor's Theory X and Y ;P577-578, Recent Trends in Management.

Module 2

10 Hours

Management Functions: All the Functions of Management & its Processes: Planning, P111-128 Organizing, P291-301 Co-coordinating, P97-106 Directing P541-545 And controlling functions; P711-724, decision making, process of decision making, types of decisions, techniques in decision making. The External Environment and Primary Stakeholders; P194-209 SWOT and PEST Analysis; P195, P94-209

Module 3

8 Hours

Mission and Policy Statements; P142-144, P191, P168-174, Management by Objectives (MBO); P150-158; P128 Strategy and the Strategic Process; P215-245.

Management Structure: Forms of Organization .Organization structures: line, line and staff: P435-450. Functional P439-441 Divisional and Matrix P330-345; Virtual organization, Boundary less organization, Span of control: organizational charts; the concepts of authority: P298-299 P294, 396,& P399,426. Centralization and decentralizations: P64, 418

Module 4

12 Hours

Organizational Behavior: Introduction, definition, contributing disciplines, challenges and opportunities, Basic OB Model (PGA1-30) **Foundations of Individual Behavior:** Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability. **Values:** Nature & Types of values. **Attitude:** Formation, components of attitudes, relation. Job related attitude. (PGA77-86), **Perception:** Process of perception, factors influencing perception, Perceptual Process (PA 59-66). **Personality:** Meaning, formation, determinants. Major Personality Attributes Influencing OB (PGA 42-45)

Module 5

12 Hours

Motivation: Importance of motivation Motivational factors Meaning, theories of motivation –Maslow’s needs theory, two factor theory, Theory X and Y. Applications for motivating employees (Text Book 2 SPB Pg 1193) **Leadership:** Meaning, types of leadership styles- autocratic, democratic, laissez faire, parentalistic, Transactional and Transformational Leadership (Shane366-372) **Group Behavior:** Definition, types, formation of groups. Determinants of group behavior (Shane 275-321)

Organizational Change: Concept, resistance to change, managing change. **Organizational Power & Politics**

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Practical Component:

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

Text Books

1. Management-Concepts and Cases-V.S.P.Rao & V Hari Krishna Excel Books, 2/e, 2008
2. Organizational Behaviour - Stephen P Robbins, Timothy A. Judge, Seema Sanghi- Pearson Education, 14th Edition, 2012
3. Organizational Behavior – PG Aquinas. Excel Books

References

- Organization Behaviour- Steven L Mc Shane, Mary Ann Von Gilnow and Radha R, Sharma, TMH, 3rd Edition, 2006
- Principles & Practice Of Management- L.M. Prasad.
- Essentials of Management- Koontz, 8/e, McGraw Hill
- Organization Behaviour – Ashwathappa, Himalaya Publication House
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.
- Rajesh Viswanathan, Principles of Management, Himalaya Publishing House, Delhi, 2014

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

MANAGEMENT INFORMATION SYSTEM

Course Code: P19MBA 14

CIE : 50 Marks Credit Pattern: L: T: P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

1. To make students understand the concept of information technology importance in today's corporate world.
2. To create awareness about various Applications available and its usages for excel the service in corporate sector.
3. To create awareness about role of MIS and its contributions to Corporate
4. To make students understand Role of Computers/Social science software contributions. .
5. To make students understand the concept of decision making analysis

Course Outcomes: Students will be able to

1. Apply the concepts of Information technology.
2. Exhibit insights in technology and investigate its impact on Business.
3. Apply the technological skills in decision making.
4. Develop creativity and innovative Technology for business solution.
5. Evaluate the reports feasibility.

Module 1

10 Hours

Introduction to MIS Concepts, Roles, Impacts, MIS & its users, Management as Control systems, MIS support to Organization Effectiveness, MIS for E- business Digital Firms – E-Commerce, E – Communication, E-Collaborations, Real Time Enterprise, **MIS: Strategic Business Planning**, concept of Corporate planning, Essentiality of strategic Planning, Balance Score card, Score Card & Dash Board, Security Challenges in E- Enterprises, Impacts of Information Technology on society. **W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004 [Text book 1, Page no 03 to 132]**

Module 2

10 Hours

Decision Making Analysis–Process- Decision Analysis By Analysis Modelling- Information concepts, methods of Data collections –Knowledge Management Systems- Business intelligence – **System Engineering Concepts** – Handling system Complexity ,General model Of MIS – system development Models –Object oriented Analysis, Development & Implementation of **MIS – Strategic Design of MIS**, Development Process Steps For Strategic Design of MIS, Business Processes Re- Engineering(BRP)

W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004[Text book 1, Page no 147 to 370]

Module 3

11 Hours

Application of MIS: Application in Manufacturing – Personnel Management – Financial Management – Production Management - Raw Material Management – Marketing Management, Applications in service Sector ,**Service Concept DSS & knowledge Management Concepts** – GDSS, Knowledge based Expert Systems – Enterprise Management systems, **ERP Models** –ERP Implementation, SCM & CRM concepts. **W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004[Text book 1, Page no. 383 to 530]**

Module 4**10 Hours**

Functional Business Systems: Introduction, Database & Enterprise Management Concepts, Data Base Models, Data Base Design, conceptual model, physical models – **Data Independent** ,Data Architecture, RDBMS,MIS AND RDBMS, Structured Query Language (SQL) Fourth Generation Language (4GL) Current Development in Data bases Artificial intelligence & Its Components, **System Analysis & Design** – Systems Development Life Cycle ,Requirement analysis & specifications – Feasibility Analysis & Reports. **MIS- S. Sadagopan, PHI, 1/e, 2005[Text book2 ,page no 84 to 184]**

Module 5**11 Hours**

Information technology Infrastructure: Introduction, data processing, transaction processing, application Processing ,information system processing, TQM of IS, introduction network, network topology, data communication, Data & Clint Service Architecture RDBMS, Data Ware House, Introduction to E-business, models of E-business, internet and World Wide Web (WWW), Intranet and extranet, Security in E-business, electronic payment system ,Impact of web on strategic management, web enabled business management, MIS in web environment. **W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004[Text book 1, page no 557 to 733]**

Case Studies in Indian Context only

Text Books

1. Management Information Systems, W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004
2. Management Information Systems, S. Sadagopan, PHI, 1/e, 2005
- 3.

References

- Introduction to Information System, James A. O’ Brien, Tata McGraw Hill, 12th Edition, 2007
- Management Information Systems, Iffy Oz, Thomson Course Technology, 3/e, 2003
- Management Information Systems, Kenneth J Loudon, Jane P. Loudon, Pearson/PHI, 10/e, 2007

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			2	
CO2	2		1	2	
CO3	2		1		
CO4	2		1	1	
CO5	2		2	1	

3-High correlation, 2-Average correlation, 1-Low correlation

BUSINESS ANALYTICS

Course Code: P19MBA 15
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To make students aware of the fundamental concepts of data collection, classification, tabulation and diagrammatic representation.
2. To make students proficient in the use of descriptive statistical tools.
3. To develop students skills in the use of techniques of correlation and regression.
4. To make students to understand forecasting technique.
5. To make students aware of the usages and application of Index numbers.

Course Outcomes: Students will be able to

1. Demonstrate the knowledge of statistics and will be able to collect, classify and tabulate data and to present data using charts, graphs and tables.
2. Analyze and interpret the descriptive statistical which are useful for business decisions.
3. Apply the concept and estimate and analyze the Correlation and Regression.
4. Predict the value of dependent variables using regression model.
5. Exhibit their skills in forecasting techniques using Time Series method and use of Index number.

Module 1

10 Hours

Introduction to Statistics

Definition of Statistics – Importance and Scope of Statistics -Functions of Statistics - Limitations of Statistics – Distrust of Statistics.

Statistical Data: Primary and Secondary Data – Sources of Data – Types of Data, Classification of Data, Frequency Distribution..

Tabulation-Types of Tables- Construction of One Way and Two Way Tables.

Diagrammatic and Graphic Representation (Chapter 1 & 2 from J K Sharma)

Module 2

10 Hours

Measures of Central Tendency

Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode (No Grouping Table Method).

Partition Values: Quartiles, Deciles and Percentiles - Comparison of the various Measures of Central Tendencies. (Chapter 3 from J K Sharma).

Module 3

10 Hours

Measures of Dispersion

Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance

Skewness: Relative Measures of Skewness- Karl- Pearson, Bowley, Kelly, Co-Efficient of Skewness. (Chapter 4 & 5 from J K Sharma)

Module 4

12 Hours

Correlation And Regression

Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation (One Way Table Only), Rank Correlation. Coefficient of Determination.

Regression- Simple Linear Regression: Simple Linear Regression, Least Squares Method. (Chapter 13 & 14 from J K Sharma)

Module 5

10 Hours

Time Series Analysis & Index Numbers

Time Series analysis- Introduction, Objectives of Time Series, Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation. Methods of estimating Trend, Problems on Calculation of Trend Estimation & Moving Average only. (Chapter 16 from J K Sharma).

Index Number: Introduction, uses of IN, Classification of IN. Price Relative – Simple Price Index & Aggregate Price Index – weighted Price Relative Index using Laspeyre's, Paasche's, Fisher's, Dorbish & Bowley's & Marshal Edworth's methods. (Chapter 17 from J K Sharma)

Lab sessions to learn all the above statistical techniques using Excel.

Related case studies to be discussed

Practical component:

- ✓ Students are expected to have a basic excel classes.
- ✓ Students shall choose a company and collect data on its sales, profit, EPS, stock price and Market capitalization of at least 5 years (annual data). Run descriptive statistics in excel.
- ✓ Students shall choose two variables (of their choice) and run correlation and fit a regression model for the same.
- ✓ Students shall take historical 10 years GDP growth rate of India and analyze the trend and estimate for next 5 years using an appropriate model.

Text Books

1. Business Statistics, J.K.Sharma, Pearson Education, Second Edition 2008.
2. Complete Business Statistics 6/e, Aczel And Sounderpandian, Tata-Mcgraw Hill, 2006

References

- Statistics For Business And Economics”, Anderson, Sweeney, William, Thomson Publishing, 9/E, 2007
- Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2002
- Fundamentals Of Statistics, S. C. Gupta, Himalaya Publishing House, 6/E, 2004

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2	1		1
CO2	1	3			1
CO3	1	3			1
CO4	1	2	1		1
CO5	1	2	1		1

3-High correlation, 2-Average correlation, 1-Low correlation

BUSINESS ECONOMICS

Course Code: P19MBA 16

CIE : 50 Marks

Credit Pattern: L:T:P =4:0:0 = 4

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

1. To make students understand the concept of Managerial economics.
2. To create awareness regarding the Indian Economic Environment.
3. To create the cost awareness of different Market.
4. To make students understand Macro economic environment concepts.
5. To Make an awareness on money and banking sector

Course Outcomes: Students will be able to

1. Apply the concept basic economic concepts to business decision making process.
2. Develop insights into Law of Demand and Law of Supply.
3. Exhibit knowledge regarding pricing of products/services and market structure along with various theories of production.
4. Demonstrate understanding of Macro Economic factors affecting business.
5. Apply the concept of money and banking and its role in the economy.

Module 1

8 Hours

Introduction to Managerial Economics: Nature and scope of managerial economics. Role and responsibilities of managerial economist. Objectives of business firms, measurement of profit (accounting & economic profits). **Fundamental concepts used in business decision-** Opportunity cost, Incremental cost, Time perspective, Discounting and Equi - marginal principles. (**Managerial Economics D N Dwivedi pg 7-48**)

Module 2

13 Hours

Demand analysis: Concept of demand, Individual and market demand, Demand function, Law of demand, Determinants of demand, Elasticity of demand-Price, Income, Cross and Promotional elasticity of demand. Exceptions for Law of Demand, **Supply Analysis:** Concept of supply, Determinants of supply, Law of supply, Elasticity of supply. **Production and cost analysis:** Basic concepts, Production function, Short run-Law of Variable returns to scale & long run- Law of returns to scale, least cost combination, Revenue analysis. (**Managerial Economics D N Dwivedi pg. 158-265**)

Module 3

10 Hours

Pricing Decision: Market structure, Features of perfect competition, Price and output determination: Monopoly, Pricing under monopoly, Price discrimination. Oligopoly, Feature, kinked demand curve, Monopolistic competition, Pricing under monopolistic competition. **Profit:** Theories of profit. Determinants of short term and long term profits. Classification measurement of profit. Break

Module 4

12 Hours

Introduction to Macro Economics: Meaning, nature and scope. Flow Model of the economy – Introduction, Circular Flows in a simple Economy Model. **National Income:** Basic concepts, Measures of National Income, Methods of measuring national Income, Measurements of National Income in India. **Business Cycle** - Features, Phases. **Economic Growth:** Introduction, Meaning of economic growth, determinants of economic growth.

(**Managerial Economics D N Dwivedi pg 447-506**)

Break even analysis – Meaning, Determinants of BEA, Limitations, Uses of BEA in managerial decisions. (**Managerial Economics D N Dwivedi pg 315, 316, 317, 323, 334, 338, 345**)

Module 5

09 Hour

Money & banking: Concept of Money & Banking, Money supply, Role & functions of RBI. (**Managerial Economics M C vaish**). **Inflation:** Introduction, definition, methods of measuring inflation, kinds of inflation, theories of inflation, policy measure to control to control inflation (Monetary measures, fiscal measures, price and wage control, indexation), Virtual money. (**Managerial Economics Pg 533-555 D N Dwivedi**)

Case Studies in Indian Context only

Text Books

1. D N Dwivedi Managerial Economics, 7th ed, Vikas Publication, 2005
2. Economic Environment of Business – Misra S. K & Puri V. K. , 6/e, Himalaya publishing house, 2010.

References

- Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, 2010.
- Managerial Economics : H .Craig Peterson ,W. Chris lewis, Sudhir K Jain.
- Managerial Economics – Varshney & Maheshwari – Sultanchand, 2003
- Indian Economy – Datt and Sundharam, 64th Edition, S Chand,
- Macro Economics: Theory and Policy – Vanitha Agarwal, 1/e,Pearson, 2010.

CO-OP Mapping

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			1	
CO2	2	1		2	
CO3	2	1	1		
CO4	3			1	
CO5	3			2	

3-High correlation, 2-Average correlation, 1-Low correlation

BUSINESS COMMUNICATION

Course Code: P19MBA 17

CIE : 50 Marks

Credit Pattern :L:T:P:H =3:0:1 =4

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: This course will help to

1. Learn the importance and fundamentals of business communication.
2. Adopt the practice of listening and case method of learning (solving).
3. Know the importance and effectiveness of non-verbal communication
4. Adopt the practice of preparing business letter
5. Become aware of their communication skills and sensitize them to their potential to become successful managers.

Course Outcomes: Student will have the ability to

1. Apply the basics of written and oral communication.
2. Prepare business letters and adopt case method of learning.
3. Exhibit understanding by analyzing any given business situations.
4. Demonstrate insight regarding the mechanics of writing and can compose the business letters in English precisely and effectively.
5. Apply the managerial communication practices in business those are in vogue.

Module 1

10 Hours

COMMUNICATION IN THE WORKPLACE

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

Module 2

09 Hours

BUSINESS LANGUAGE SKILLS I - LISTENING AND NON-VERBAL COMMUNICATION

The process of Listening - Approaches to listening, How to be a better listener, Barriers, Introduction to non verbal communication, Characteristics, Classifications, Advantages of non-verbal communication

Module 3

11 Hours

BUSINESS LANGUAGE SKILLS II – ORAL COMMUNICATION -Meaning – Principles of successful oral communication – **Choosing the form of communication** – effectiveness of oral communication –Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication.- Oral communication, what is oral communication, principles of successful oral communication, barriers, effectiveness of oral communication.

Module 4

12 Hours

FUNDAMENTALS OF BUSINESS WRITING:

ESSENCE OF WRITING

Art of writing, Purpose of writing, Importance - clarity in writing - principles of effective writing - approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing - Writing - Revising -Coherence.

BUSINESS WRITING

Business letters: Structure and Layout of letters –Meaning of routine, pleasant, unpleasant and persuasive letters – Writing routine, pleasant, unpleasant and persuasive letters –Memos – Content writing on online platform like blogs (Word Press)

Module 5

10 Hours

CASE METHOD ANALYSIS

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

self shot Video resume.

Case Studies in Indian Context only

Practical Components:

- ✓ Demonstrate the effect of noise as a barrier to communication
- ✓ Make students enact and analyze the non-verbal cues
- ✓ Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service.
- ✓ Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)
- ✓ A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.

Text Books

1. Business Communication: Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education, 2011
2. Business Communication: Process And Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
3. Communication – Rayudu C. S, HPH.

References

- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			1	
CO2	2		1	2	
CO3	2		1		1
CO4	3			1	
CO5	3			2	

3-High correlation, 2-Average correlation, 1-Low correlation

EFFECTIVE COMMUNICATION DEVELOPMENT (ECD)

Course Code: P19MBA 18
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P:H = 2:0:2 = 2

No. of Hours per Week: =4
Total Numbers of Hours: 52

Course Objectives: The objectives of this course are to:

1. Recognize common mistakes done by an individual in the course of his/her communication.
2. Appraise knowledge level of English language and enhance better communication.
3. Recognize the fear of speaking English and to build the morale.
4. Identify common pronunciation error and rectify them.
5. Enable the individual to build his/her creative thinking (Thinking in English).

Course Outcome: Students will be able to

1. Rectify Indianism and have better ability to frame grammatically correct sentences.
2. Exhibit knowledge of correct pronunciation of words.
3. Exhibit amplified level of confidence to express themselves in English.
4. Reflect elevated standard of learning through the implementation of creative cognitive techniques.
5. Apply the correct usage of Tenses and Articles.

Module 1

6 Hours

Subject Verb Agreement: Basic rules of sentence structure, Usage of singular and plural, Usage of appropriate verb, Introduction to phrases, Construction of Simple sentences and Compound Sentences, Introduction to parts of speech

Module 2

8 Hours

Tenses: Identification of tenses, Past tense, Present tense, Future tense, Indicators of tenses, Introduction to verb tenses, Past perfect, Past progressive, Past perfect progressive, Present perfect progressive, Future perfect, Future progressive

Articles: Introduction to articles, Exploring the usage of 'a', 'an' and 'the', Golden rules of articles, Differentiating between definite and indefinite articles, Understanding the exceptions of definite and indefinite articles

Module 3

8 Hours

Vocabulary builder - Getting off a good start: How to test your present vocabulary, how to start building your vocabulary, how to talk about personality types, how to talk about doctors, how to talk about various practitioners, how to talk about science and scientists, how to talk about liars and liars. Each of these sessions includes origin of words and related words, Etymology, tools to assess and follow up the progress

Module 4

4 Hours

Writing Skills 1: Sentence Formation, Punctuation, Avoiding Cliché, Different Types of Writing Formats, Importance of Writing Skills, Formal and Informal Style of Writing

Module 5**6 Hours**

SWOT: Identifying the individual's Strengths, Weakness, Opportunities and Threats by using SWOT Matrix, Difference between internal and external factors, Aids on utilizing strengths to maximum effect for both personal and professional growth, Aids to identify the origin of the weakness and take corrective measures, Aids to use one's strengths to identify and maximize both personal and professional opportunities, Identifying the external factors/change in the external environment that can pose threats, Tackling threats appropriately.

Goal Setting: Understanding of the meaning of 'Goals', Understanding the importance of goals, Necessity of goals, 5 myths of goals, Long term and Short term goals, SMART goal setting technique.

Resume Building: Meaning of Resume, Difference between Resume, Curriculum Vitae and Bio- data, Difference between creating a resume and building a resume, Importance of resume, Importance of Academic achievements, Importance of extracurricular achievements, Importance of striking a balance between curricular and co-curricular activities, Value of an all-rounder, Structure of a resume, Importance of building resume from 1st Year Engineering

Etiquettes: What are Etiquettes, Importance of Professional Etiquettes, Importance of First Impression, Professional presence, Importance of Formal dressing, Decoding the formal dress code, Professional body language, Importance of Microsoft Powerpoint in professional circuits Watch the Time: Organizing Yourself, Time Saving Techniques, Understanding Priorities Based Time Roles, Procrastination, Different Methods of Splitting Time, Efficient Time Utilization, Value of Time, Streamlining Daily Routine , Big rock theory, Spent time matrix, Urgency vs Importance, Time bound goal management, 10 time management mistakes, Essential habits for better time management

Reference Books:

- "Word Power Made Easy New Revised and Expanded Edition", First Edition, Norman Lewis, Goyal Publisher.
- "Essential English Grammar", Raymond Murphy, Cambridge University Press, new edition
- "The 7 habits of Highly Effective People" by Stephen R. Covey

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	3		3		
CO3	3		3		2
CO4				2	
CO5			3		

3-High correlation, 2-Average correlation, 1-Low correlation

SOCIALLY RELEVANT CASES-SEMINAR

Course Code: P19MBA 19
Total Numbers of Hours: 52

CIE: 50 Marks

Credit Pattern: 2
No. of Hours per Week: 4

Course Objectives:

1. To make students reach across diverse disciplines to apply theories, methods and knowledge from multiple fields.
2. To make students identify opportunities for developing ideas through creative work.
3. To make students identify the right source of collecting data
4. To make students apply proper technique for analysis.
5. To enable students to draw meaningful conclusion and prepare a report

Course Outcomes: Students will be able to

1. Analyze the literature relevant to the topic.
2. Exhibit knowledge in identifying relevant information, use of primary and secondary data.
3. Exhibit competence in applying appropriate technique for analysis.
4. Construct meaningful conclusion and present it.
5. Defend their presentation and will answer the questions asked for.

Seminar

Topics on Contemporary Issues in Management are given to students. Guidance will be provided to the students by their respective Mentor. Students are expected to carry out extensive literature review, formulate problem statement, collect relevant data, make analysis, and interpret the same. The presentation will be evaluated by the department faculties.

Rubrics for evaluation of the seminar

Sl No	Particulars	Max Marks	Marks Awarded
1	Relevance of the topic	10	
2	Content	10	
3	Methodology of Study	10	
4	Overall Presentations	10	
5	Question and Answer	10	
	Total Marks	50	

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			1	
CO2	3		1	1	
CO3	1	2	1		1
CO4	1		1		1
CO5	2		1		

SECOND SEMESTER
FINANCIAL MANAGEMENT

Course Code: P19MBA 21
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P= 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To familiarize the students with basic concepts of financial management and financial system.
2. To make the students learn the usage of time value of money.
3. To make students understand the various sources of long term capital, the role of Cost of Capital in decision making and its calculation.
4. To make students understand the nuances of investment decision, project evaluation techniques.
5. To expose the students to the importance of working capital management and make them learn to estimate the working capital needs of firms.

Course Outcomes: Students will be able to

1. Exhibit the conceptual understanding of various functions of financial management to achieve its objectives.
2. Estimate value of money for different time periods.
3. Analyze various sources of funds in the market and Estimate cost of capital.
4. Apply capital budgeting techniques in long term investment decisions.
5. Analyze and estimate the working capital requirements.

Module 1

10 Hours

FINANCIAL MANAGEMENT

Financial Management – Introduction to finance, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers.

Indian Financial system- its functions and structure. Financial Market— Segments of Financial markets - Capital Market & Money Market in India, & its instruments.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private Equity, Warrants and Convertibles (Theory Only)

Emerging Issues in Financial Management: Mergers and Acquisitions, Behavioural Finance, Financial Engineering. (Theory Only) (Page no. 1-38 from Text Book 1 & Page no. 435-445 from Prasanna Chandra).

Module 2

10 Hours

TIME VALUE OF MONEY

Time value of money –Future value of single cash flow & annuity, Intra Year Compounding, Concept of Doubling Period-Rule 69 & Rule 72, Effective Rate Versus Stated rate. Present value of single cash flow, annuity & perpetuity, Preparation of Loan Amortization Schedule. (Page no. 133-163 from Prasanna Chandra)

Module 3**12 Hours****COST OF CAPITAL**

Cost of Capital – basic concepts. Cost of Debenture Capital, Cost of Preferential Capital, Cost of Term Loans, Cost of Equity Capital (Dividend Discounting And CAPM Model) & Cost of Retained Earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital using Book Value & Market Value as Base. (Page no. 367-385 from Text Book 1)

Module 4**12 Hours****INVESTMENT DECISIONS**

Investment Decisions - Investment evaluation techniques – Net Present value, Internal Rate of Return, Modified Internal Rate of Return, Profitability Index, Payback Period, Discounted Payback Period, Accounting Rate of Return, conflict between NPV and Capital Rationing. (Page no. 279-300 from Text Book 1)

Module 5**08 Hours****WORKING CAPITAL MANAGEMENT**

Working Capital Management – factors influencing working capital requirements. Current Asset Policy And Current Asset Finance Policy. Determination of Operating Cycle And Cash Cycle. Estimation of working capital requirements of a firm using absolute cash cost basis. (Does not include Cash, Inventory & Receivables Management) (Page no. 655-670 from Text Book 1)

Case Studies in Indian Context only**Practical Components-**

- ✓ Study different financial services offered by a bank.
- ✓ Assume an investment value on a Banks Fixed Deposit. Visit a banker and ask for the details of FD. Calculate the Future value of your investment. Also ask for a personal loan details and for an assumed value of loan, prepare an amortization schedule.
- ✓ Visit any 3 small or medium enterprises, and understand what method of investment analysis is used by them.
- ✓ Use annual reports of selected companies and study the working capital employed by them.

Text Books

1. Prasanna Chandra: Financial Management (TMH), 7/e, 2009
2. I.M. Pandey – Financial Management (Vikas), 10/e, 2010

References

- M.Y. Khan & P.K. Jain – Financial Management (TMH), 7/e, 2009
- Corporate Finance – Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe, Ram Kumar Kakani, 8/e, 2010.

CO-PO MAPPING

CO	PO
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	PO1	PO2	PO3	PO4	PO5
CO1	3		1		2
CO2	2	3			1
CO3	3	2	1		
CO4	2	3			1
CO5	2	3	1		

3-High correlation, 2-Average correlation, 1-Low correlation

QUANTITATIVE TECHNIQUES

Course Code: P19MBA 22
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks **Credit Pattern: L:T:P = 4:0:0 = 3**
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To introduce the concept and application of Probability and Probability Distribution in decision making to the students.
2. To emphasize the need for Operations Research as a discipline to students.
3. To provide basic understanding of Linear Programming Problem and its application in management
4. To bring out the concept and applications of Transportation and Assignment to students.
5. To provide fundamental understanding of Queuing system and Game theory in business situations and Monte Carlo method for simulating management systems

Course Outcomes: Students will be able to

1. Exhibit analytical skills for application of probability and probability distribution in business.
2. Apply the concepts of Operations Research and Formulate optimum strategies using game theory.
3. Apply the concept of Linear Programming and use LPP techniques for effective decision making.
4. Analyze a given situation using Transportation and Assignment techniques.
5. Exhibit competence in using concepts of Queuing and Simulation in decision making process.

Module1

12 Hours

Introduction to Probability: Basic definition Events, Sample space and probabilities, Basic rules of probability, Conditional probability.

Problems only on conditional probability and Baye's Theorem only [Text Book 1, Pg. No. 195-232]

Discrete Probability distribution- Binomial Probability Distribution-Poisson Probability Distribution- Normal Probability Distribution: concepts, properties and application

Problems on Binomial Probability Distribution, Poisson Probability Distribution, Normal Probability Distribution [Text Book 1, Pg. No. 233-276]

Module 2

09 Hours

Introduction to operations Research: - Origin, Meaning and definition of Operations Research, Scope, Characteristics and Limitations of Operations Research, Methodology and Models in OR (only Theory). [Text book 2, Pg. No. 1-27]

Theory of games:-Terminology; Two person Zero sum game; Solutions to Games; Saddle point, dominance rule, value of the game, mixed strategy,

Problems on maximin-minimax principle, rule of dominance and graphical method of solving a game-(2xn) and (mx2) games. [Text book 2, Pg. No.]

Module 3

11 Hours

Linear Programming Problem (LPP): LPP-concept, general structure, assumptions and Applications in Management.

Problems on Formulation of LPP, Solution of LPP by graphical Method, Formulation of dual of primal LPP. [Text book 2, Pg. No. 28-70]

Module 4

11 Hours

Transportation Problems :General Structure; various methods of finding initial solution: Maximization and minimization and application of transportation problems

Problems on finding IBFS by North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution-Modified Distribution method only.

Assignment Problems: General Structure; Finding Optimal Solutions; maximization problem, Restrictions on Assignments, Alternate optimal Solutions.

Problems on Assignment problem both maximization and minimization [Text book 2, Pg. No.]

Module 5

09 Hours

Queuing Models: - Introduction; characteristics of queuing models, models for arrival and service times; single Poisson arrival with Exponential service Rate; Applications of queuing models.

Problems on queuing (single server) problems[Text book 2, Pg. No. 1-27]

Simulation of Management systems: - Terminology, Process of simulation.

Problems on Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation. [Text book 2, Pg. No.]

Case Studies in Indian Context only

Practical Components

1. Students should demonstrate the application of OR techniques covered in any two real world business situation and formulate the model for the same
2. Students should demonstrate the use of OR excel add for OR techniques.

Text Books

1. "Business Statistics" by J.K. Sharma, 2/e, Pearson Education,
2. "Operation Research" by J.K. Sharma, 4/e, 2009

References

- Quantitative Techniques for Managerial Decisions-U K srivatsava-New Age International
- "Quantitative techniques in Management", N.D Vohra, Tata McGrahill Publications,2/e,2003
- Operations Research: Theory, Methods and Applications -Sharma S. D, KedarNath, Ram Nath & Co.
- Operations Research: An Introduction - Taha H. A, 9/e,PHI
- Introduction to Operations Research - Frederick S. Hillier, Gerald J. Lieberman, 9/e, Tata McGraw-Hill, 2011.
- Operations Research – Kalavathy S, 3/e, Vikas PublishingHouse.

CO-OP MAPPING

	PO1	PO2	PO3	PO4	PO5
CO1	2	3			
CO2	2	3			1
CO3	2	3			1
CO4	2	3			1
CO5	2	2			

3-High correlation, 2-Average correlation, 1-Low correlation

HUMAN RESOURCE MANAGEMENT

Course Code: P19MBA 23
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks **Credit Pattern: L:T:P:H = 4:0:0 = 3**
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To enable students understand basic concepts and functions of HRM.
2. Concept of HR planning, process, functions of HRP and recruitment policy, techniques and process.
3. To make students aware about various steps involved in Selection, Placement and Induction and providing methods and Performance appraisal.
4. To make them aware about procedure and evaluation in Training and Development.
5. To make students aware about the Career planning, compensation and payroll administrative procedures.

Course Outcomes: Students will be able to

1. Demonstrate their conceptual understanding of basic concepts and functions of HRM, concept of HR planning, process, functions of HRP and recruitment policy, technique, and process.
2. Exhibit conceptual knowledge about various steps involved in Selection, Placement and Induction and providing methods, procedure and evaluation in Training and Development.
3. Apply their conceptual knowledge of Performance appraisal in real business situations.
4. Demonstrate their conceptual skill of Career planning bases of internal and external mobility.
5. Develop practical knowledge about compensation and payroll administrative procedures.

Module 1

10 Hours

HRM- Introduction, meaning, definition, nature and scope, objectives of HRM, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, functions of HRM, Organization of HRM, line and staff responsibility, role of HR manager, qualities of HR, HR Manager as a Strategic partner, Opportunities and Challenges in Human Resource Management. (Text Book Chapter 1-3 Pg 1-57)

Module 2

10 Hours

HR planning: introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP.

Job design: definition, factors, approaches, job design options;

Job analysis: definition, steps in conducting job analysis, process, benefits of job analysis.

Recruitment: definition, objectives, factors affecting recruitment policy, recruitment sources, recruitment techniques, recruitment process. (Text Book Chapter 4-6 Pg 87-123)

Module 3

10 Hours

Selection, placement and Induction: meaning, definition of selection, significance of selection process and organizational relationship, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews, placement and induction.

Performance management: Introduction, meaning, need, purpose, objectives, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360 degree Appraisal, post appraisal feedback. (Text Book Chapter 7-8 Pg 143-167: Text Book Chapter 15 Pg 335)

Module 4

10 Hours

Human Resource Development: Introduction, definition, significance of HRD, HRD functions. **Training and development:** Meaning of Training & Development, importance of training, benefits of training, need and objectives, assessment of training needs, training methods, on-the job and off-the-job training, advantages of training, evaluation of training programme training procedures and final evaluation.

Employee mobility: Internal mobility: Introduction, meaning, different types

Promotion: meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy.

Transfer: meaning, purpose, types, reasons, benefits.

Demotion: meaning, need for demotion policy.

External mobility: Introduction, meaning, types. (Text Book Chapter 12 Pg 269: Text Book Chapter 10 Pg 217)

Module 5

10 Hours

Compensation & Benefits Administration: Compensation Management: Introduction, definition, need for sound salary administration, objectives, factors affecting wages/ salary levels, job evaluation, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, pay for performance, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

Industrial Relations- Overview of IR. (Text Book Chapter 16 Pg 369)

Trends in HRM: Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement and Green HRM.

Case Studies in Indian Context only

Practical components

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

Text Books

1. Human Resource Management, Text & Cases – VSP Rao, Excel Books, 2005

References:

- Human Resource Management – Text & Cases – K. Ashwatappa; 5th Edition, TMH, 2008
- Human Resource Management - Cynthia Fisher, Shaw - Wiley / Biztantra, 5/e, 2005

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

BUSINESS RESEARCH METHODS

Course Code: P19MBA 24
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To make students understand the importance of Research in today's corporate world.
2. To create awareness about various Research Methodology and its Techniques available.
3. To create awareness about role of Researcher and his contributions in research work
4. To make students understand Role of Computers/Social science software contributions.
5. To make students understand the interpretation and report writing.

Course Outcomes: students will be able to

1. Apply the steps involved in research study and formulate research design.
2. Comprehend scaling techniques and various data collection methods used in research.
3. Apply appropriate sampling technique.
4. Construct hypothesis and test the same using suitable tools.
5. Interpret the results of the research and document.

Module 1

10 Hours

Research Methodology an Overview: Meaning, objectives, Motives, Types, Approaches, Significances, Research Methods V/s Methodology, Importance of How research is done, **Research Problems:** Selecting the Problems, Defining the Problems, Technique involved in Defining a problems, **Research Design:** Need for Research Design, Features of Good Design , Concept relating to research Design, **Sampling Design:** Census and sample survey, Selecting sample Procedure, Characteristics of sampling Design, Types of Sampling, How to select random sampling, random sampling from an infinite universe, Complex sampling Designs. Need for sampling, Sampling fundamentals, Sampling Theorem, Sampling Theory, Standard Error, Estimating Population Mean, Population proportion, Sample size and its Determinations (**Text Book: 1 C.R. Kothari. Page No1-67 Second Edition**)

Module 2

10 Hours

Data collection: Primary data, Observation method, interview method, Questionnaire Methods, Schedules Methods Difference Between questionnaire And schedule, Secondary Data, **Processing and Analysis of Data:** Processing Operations, Problems in Processing , Types of Analysis, Statistics in research, Measuring Central tendency, skewness, Relationship, Simple Regression analysis, Multiple Correlation and Regression. **Measurement and scaling Techniques:** Measurement in research, scales, Sources of error in Measurements, Tests of sound Measurement, Techniques of developing Measurement tools, Meaning of Scaling, classification scale base, Importance of scaling Techniques, **Methods of**

Module 3**10 Hours**

Testing Hypotheses-1(Parametric or standard Test):What is hypotheses? Basic concepts of Hypotheses, Flow diagram of Hypotheses Test, Importance of Parametric Test, Testing Means, Difference Between Means, Testing Two related sample, Testing of Proportions, Testing of Comparing variance to Population Variance, Testing of Correlation coefficients, **Chi-Square Test:** Chi-square as a test for comparing variance, Chi-square as Non-parametric Test, Steps involved in applying Chi-square Test. **(Text Book :1 C.R. Kothari. Page No 152-250 Second Edition)**

Module 4**11 Hours**

Analysis of Variance and Covariance: Analysis of variance (ANOVA), what is ANOVA?, The basic Principals of ANOVA technique, Setting up Analysis Of variance table, Short-cut Method for one way ANOVA, Coding Method, Two-way ANOVA, Analysis of Co-variance (ANCOVA) Techniques, **Testing of Hypotheses-2 (Non-Parametric/Distribution free test):**Important Non-Parametric or distribution Free test, Relationship Between Spearman's And Kendall's, Characteristics of distribution-free or Non-Parametric Tests, **Multivariate Analysis Techniques:** Growth of Multivariate Techniques, Characteristics and applications, Classifications of multivariate Techniques, variables in Multivariate Analysis, Multivariate Techniques, Methods of Factor analysis, Rotation in factor Analysis, R- type, Q-type factor Analysis, Path Analysis. **(Text Book :1 C.R. Kothari. Page No 256-340 Second Edition)**

Module 5**11 Hours**

Interpretation and Report Writing: Interpretation Meaning, Why Interpretation? Technique of Interpretation, Precaution in Interpretation, significance of Report writing, Difference steps in writing Report, Layout Of Research Report, Types of Report, Oral Presentation, Mechanics of report writing, precautions of writing Reports. **(Text Book: 1 C.R. Kothari. Page No 344-371 Second Edition)**

Case Studies in Indian Context only**Text Books**

1. Research Methodology-C.R. Kothari –Second edition-2008
2. Research Methods- S.N.Murthy/U.Bhojanna- Excel Books/2e/2007.
3. Business Research Methods–Donald R. Cooper & Pamela

References

- Business Research Methods – William G Zikmund- Thomson, 7/e,2003.
- Marketing Research – Naresh K Malhotra – Pearson Education /PHI/5e/2007.
- Marketing research: Text and cases- Rajendra Nargundkar – TMH 2/e, 2004.
- Research Methods – William M C Trochim-Biztantra,2/e, 2007.

CO-OP MAPPING

	PO1	PO2	PO3	PO4	PO5
CO1	3		1	2	
CO2	3			2	
CO3	2	3			
CO4	2	3			
C05	2			1	

3-High correlation, 2-Average correlation, 1-Low correlation

INTERNATIONAL BUSINESS MANAGEMENT

Course Code: P19MBA 25
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To understand globalization in the Indian economy making decisions in domestic and international business.
2. Help to develop skills in national differences in political economy, legal policies and business ethics in international markets.
3. To develop skills about the global trade and investment environment.
4. Students have to understand the structure of multinational companies, functions in the changing business environment.
5. Students have to aware about the scope of entry of firm to global business environment.

Course Outcomes: students will be able to

1. Exhibit knowledge of international business environment.
2. Analyze business situation based on ethical conduct practiced in the world.
3. Apply international trade theory to business.
4. Exhibit competence in integrating regional diversity to achieve the organizational goals.
5. Exhibit awareness of the international monetary policy.

Module 1

12 Hours

Globalisation – Meaning, the Globalization of markets, the globalization of production, the emergence of global institutions, the changing Demographics of the global economy, the globalization debate, differences between domestic and global business

National differences in Political Economy –Introduction, Political systems, Collectivism and individualism, Democracy and totalitarianism, Economic systems, Mixed economy, Legal systems, Different legal systems, Differences in Contract Law, Property rights, The protection of intellectual property, Product safety and product liability, The determinants of economic development, Differences in economic development. (International Business - Hill & Jain Chapter 1 & 2 Pg 2 & 44)

Module 2

10 Hours

Differences in Culture –Introduction, culture, values and norms, culture, society, and the nation state, the determinants of culture, social structure, individual and groups, social stratification, religious and ethical systems, Christianity, Islam, Hinduism, Buddhism, Confucianism, language, spoken language, unspoken language, education, culture and the workplace, cultural change

Ethics in International Business –Introduction, ethical issues in international business, employment practices, human rights, environmental pollution, corruption, moral obligations, ethical dimensions, the roots of unethical behaviour. (International Business - Hill & Jain Chapter 4 & 5 Pg 102 & 141)

Module 3

10 Hours

International Trade Theory: Introduction, an overview of trade theory, the benefits of trade, the pattern of international trade ,trade theory and government policy, mercantilism, absolute advantage, comparative advantage, the gains of trade, qualifications and assumptions, extension of the Ricardian model, Heckscher-Ohlin theory, the Leontief paradox, the product life cycle theory, evaluating the product life cycle theory, new trade theory, increasing product variety and reducing costs, economics of scale, first –mover advantages and pattern of life, implications of new trade theory, national competitive advantage: Porter’s Diamond-factor endowments, demand conditions, related and supporting industries, firm strategy, structure, and rivalry

The Political Economy of International Trade – Introduction, Instruments of trade policy, tariffs, subsidies, import quotas and voluntary export restraints, antidumping policies, the case for government intervention, political arguments for intervention, economic arguments for intervention, the revise case for free trade, retaliation and trade war, domestic politics ,development of the world trading system, from smith to great depression, the Uruguay round and the world trade organization, WTO: experience to date, the future of the WTO: unresolved issues and the Doha round. (International Business - Hill & Jain Chapter 6 & 7 Pg 182 & 226)

Module 4

10 Hours

Regional Economic Integration: Introduction, levels of economic integration, the case for regional integration, the economic case for integration, impediments of integration, the case against regional integration, regional economic integration in Europe, evolution of European union, political structure of European union, the single European act, the establishment of the euro, enlargement of European Union, regional economic integration in the Americas, the north American free trade agreement, the Andean community, Mercosur, central American common market and caricom, free trade areas of the Americas, regional economic integration elsewhere, association of southeast Asian nations, Asia-pacific economic cooperation, regional trade block in Africa

The Foreign Exchange Market-Introduction, The functions of the foreign exchange market, Currency Conversion, Insuring against Foreign Exchange Risk, The nature of the Foreign Exchange Market, Economic Theories of Exchange Rate Determination, Prices and Exchange Rates, Investor Psychology and Bandwagon Effects (International Business - Hill & Jain Chapter 9 &10 Pg 297 & 342)

Module 5

10 Hours

The International Monetary Policy: Introduction, the Gold Standard, Mechanics of the Gold Standard, Strengths of the Gold Standard, The period between the wars, 1918-1939, The Bretton Woods System, The Role of the IMF,The Role of the World Bank, The collapse of the Fixed Exchange Rate System, The floating Exchange Rate Regime, The Jamaica Agreement, Exchange Rates Since 1973, Fixed versus, Floating Exchange Rates, Exchange Rate Regimes in Practice, Pegged Exchange Rates, Currency Boards, Crisis management by the IMF, Financial Crisis of1985,The Asian Crisis, Evaluating the IMF’s Policy Prescriptions

The Strategy of the International Business –Introduction, Strategy and the Firm, Value Creation, Strategic positioning, Operations: The firm as a Value Chain, Global Expansion, profitability, and Profit Growth, Expanding the Market: Leveraging Products and Competencies, Location Economies, Experience Effects, Leveraging Subsidiary skills, Cost pressure and Pressure for Local Responsiveness, Pressuring for Cost Reductions, Pressure for Local Responsiveness, Choosing Strategy, Global Standardization Strategy, Localization Strategy, Transnational, Strategy, International strategy, The Evolution of Strategy

Entry Strategy and Strategic Alliances –Introduction, Basic entry strategies, Entry modes – exporting, turnkey projects, licensing, franchising, joint ventures, and wholly owned

subsidiaries, Advantages and disadvantages (International Business - Hill & Jain Chapter 11,13 & 15 Pg 371, 436, & 508)

Case Studies in Indian Context only

Practical Component:

- ✓ Students are expected to choose any 4 Indian Organizations and study their globalization in terms of drivers of Indian economy and submit a report.
- ✓ Students understand culture, political economy and legal system of select country and submit a report.
- ✓ Students should identify any product/service and study the type of Global distribution system used and understand the reason for using that particular type and present it in the class.
- ✓ Students should identify the various types of multinational companies structure strategies and value change analysis and submit the report

Text Books

1. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global marketplace, Mc Graw-Hill, 10th Edition 2014.
2. P.Subba Rao, International Business-Himalaya Publishing House, 2nd Edition, 2008.

References

- R Srinivasan, International Marketing, PHI, 3rd Edition, 2009.
- Charles W L, Hill Global Business Today, Tata McGraw Hill, 4th Edition, 2005.
- Janet Morrison, International Business Environment, Macmillan.
- Michael R Czinkota, Iikka A Ronkainen, Michael H Mofett: International Business, Thomson South Western, 6th Edition, 2003.
- Anant K Sundaram /J. Stewart Black, the International Business Environment, Prentice Hall.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1	2	
CO2	3			2	
CO3	2	3			
CO4	2	3			
CO5	2			1	

3-High correlation, 2-Average correlation, 1-Low correlation

WORKPLACE ETHICS

Course Code: P19MBA 26 CIE : 50 Marks Credit Pattern: L:T:P:H = 4:0:0:4 = 3

Course Objectives:

1. Identify the obstacles for making good ethical decisions.
2. Illustrate professionalism conducting at workplace.
3. Insight the principles and values that personally embrace and use in addressing the ethical issues which arise in their working lives.
4. Understand the major ethical problems encountered while performing work assignments.
5. Demonstrate the possible ways for responding the ethical problems.

Course Outcomes: Student will be able to

1. Apply the ethical theories and issues inherited due to rapid changes in business.
2. Demonstrate and communicate the concepts like corporate governance and corporate social responsibility.
3. Exhibit the value-based leadership ability.
4. Analyse and critically solve any unethical problems in any of the business practices.
5. Accomplish the role of team players and Organizational goals.

Module 1

8 Hours

Introduction

Meaning, definition, objectives, nature, sources of ethics, factors influencing ethics, importance of ethics in business, ethics vs. morals and values, ethical issues in business, an overview of ethics value systems, values for Indian managers, ethics in management, factors influencing business ethics. (Text Book 1, pg. no. 5 – 67)

Module 2

10 Hours

Conducting Professionalism at Workplace:

Employee Etiquettes. Benefits of ethics in Workplace- employee commitment, investor loyalty, customer satisfaction, profits. Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behavior's. Measures to control unethical behaviors. Rewarding ethical behavior

Training in Ethics. (Text Book 1, Pg. No. 145 – 192)

Module 3

11 Hours

CSR and Corporate Governance

Ethics in Corporate Social Responsibility: Concept of CSR, Provisions of CSR under New Companies Act 2013. Advantages of CSR, CSR in Indian perspective. Various CSR activates undertaken by Indian corporate.

Corporate Governance: Meaning, Definition, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance, The India Model of Corporate Governance- obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation (Text Book 1, Pg199 -234 & 355 – 387)

Module 4

15 Hours

Ethics And Business Disciplines – An Overview.

Ethics in Intellectual Property Rights: Plagiarism etc.

Ethics in Marketing: Pricing Strategies, Advertising, etc.

Ethics in HRM: Discrimination, sexual harassment, Creating awareness about workplace sexual harassment, Vishaka Dutta vs. State of Rajasthan, Work place privacy, Whistle blowing.

Ethics in Finance: Bank Fraud, Fraud in Insurance Sector, etc,(Text Book 2, Pg. No. 192-204, 244– 355)

Information Technology and Ethics: an Overview of Ethics in E–Commerce, BPO, Health Care and Pharma Businesses. (Text Book 1, Pg. No. 415 – 441)

Module 5

8 Hours

Environmental Ethics, Corruption And Gender Issues: Business Ethics and Society, Ethics in Global Business, Broader Ethical Issues in Society – Ecological Concerns , Green Practices and sustainability.

Corruption Issues World Wide, Gender Issues across the globe. (Pg.432 – 455) / Text2 & (Pg. 389 – 398)/ Text 2.

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Practical Components:

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

Text Books

1. Business Ethics – R.V.BADI & N.V.BADI – Vrinda Publications (P) Ltd
2. Business Ethics – Text & Cases – C.S.V.MURTHY – Himalaya Publishing House.

References:

- Perspectives on Business Ethics – HARMAN, LAURA. P. - Tata McGraw Hill.
- 2. Ethics in Business Management, Concepts and Cases - Banerjee, R P. – Himalaya Publishing House.
- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.
- Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

CORPORATE COMMUNICATION

Course Code: P19MBA27 CIE : 50 Marks Credit Pattern: L:T:P:H = 3:0:1:4 = 4
SEE: 50Marks No. of Hours per Week: 3+1=4
Exam Duration: 03 Hours Total Numbers of Hours: 52

Course Objectives: This course will help to

1. Adopt the practice of preparing business letters, proposals, and reports
2. Understand strategies of Negotiation and importance of employment communication,
3. Know advanced visual support and communication networks available for business presentations.
4. Gain exposure to various forms of group communication

Course Outcomes: Students will be able to

1. prepare business proposals and report writing.
2. apply negotiation strategies, demonstrate the usage of communication networks, and adopt employment communication for career growth.
3. exhibit understanding by analyzing any given business situations.
4. Demonstrate their communication skills and know their potential to become successful managers.
5. Exposure in drafting business proposals to meet the challenges of competitive environment.

Module 1

12 Hours

CORPORATE SKILLS

Report Writing-Framework for writing a report, types of reports, steps for writing a report, business and technical reports, summer project report.

Proposal Writing-Importance of Proposal-Preparation of proposals for - Small scale industry set up - Khadi and Village industry corporation - District Industrial Center - Business Plan presentation.

Module 2

12 Hours

PRESENTATION - Definition - Elements of presentation - Designing and Delivering a presentation. Advanced visual support for business presentation - Types of visual aid, 3D Presentaion.

NEGOTIATION

What is a negotiation - Nature and Need for negotiation - Factors affecting negotiation - Stages of negotiation process - Negotiation strategies.

Module 3

12 Hours

GROUP COMMUNICATION:

Meetings - Planning meetings - Objectives - Participants - Timing - Venue of meetings - Leading meetings, Setting of agenda and minutes of the meeting.

Media management - Press release - Press conference - Media

Interviews Seminars - Workshop - Conferences. Business etiquettes.

Module 4**08 Hours****INTERVIEW SKILLS**

Employment Communication: Introduction – **Conversation skills** - Writing CVs - Cover letters – Group discussions - Interview skills, **Video Resume**.

Module 5**08 Hours****TECHNOLOGY – ENABLED COMMUNICATION**

Using technology in communication - Networks - Intranet - Internet - e mails - SMS - teleconference - video conferencing, Communication through social media.

Case Studies in Indian Context only**Practical Component:**

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

Text Books

1. Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
2. Business Communication: Process And Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
3. Communication – Rayudu C. S, HPH

References

- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
- Business Communication – Madhukar R. K, 2/e, Vikas Publishing House

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2		2	1	
CO2	3		2		
CO3	2		2	1	
CO4	2		2	1	
CO5	2			1	1

3-High correlation, 2-Average correlation, 1-Low correlation

COMPUTER LAB 1

Course Code: P19MBA 28
SEE: 50Marks
Exam Duration: 01 Hour

CIE : 50 Marks

Credit Pattern: L: T: P =1:0:1= 1
No. of Hours per Week: 2
Total Numbers of Hours: 26

Course Objectives:

1. To make students aware of usages of MS office.
2. To make the students learn Report Writing using MS Word.
3. To make them learn to prepare Presentations using MS Power Point.
4. To insert knowledge on usage of MS Excel for basic calculations.
5. To make them aware of usage of SPSS software.

Course Outcomes: Students will be able to

1. Demonstrate the uses of MS office.
2. Exhibit their skills in Preparing Report using MS office.
3. Apply the uses of Power Point to present their reports.
4. Demonstrating their knowledge on MS Excel for all their calculations.
5. Exhibit awareness of uses of SPSS software.

Module 1

2 Hours

Introduction to Microsoft Office - Uses and applications of MS office. MS office tools- Word, Power Point and Excel.

Module 2

5 Hours

MS Word-Report Preparation – Introduction to MS Word, learning practically how to prepare a report in proper format.

Module 3

5 Hours

MS Power Point- Introduction to Power Point- learns to use Power Point as a model for Presentations

Module 4

6 Hours

MS Excel- Introduction to Excel- learn to use excel for calculations applying formulae. Learning calculations using formula, learning to calculate descriptive statistics, learning to calculate Capital budgeting tools, etc

Module 5

8 Hours

Advance MS Excel – Working with Functions, Lists, analyzing data, Visualizing data, Pivot tables and charts, working with multiple worksheets and workbooks, using lookup functions and formula, sharing and protecting worksheet, etc.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2				2
CO2	2		1		
CO3	2		1	1	
CO4	2	3			
CO5	2	1			1

3-High correlation, 2-Average correlation, 1-Low correlation

Course Code: P19MBA 29
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L: T: P = 2:0:2 = 2
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. Understand the correct usage of Preposition and conjunctions.
2. Effective Email writing skill
3. Enable the individual to write Blogs.
4. Introduce the most scientific ways of mastering vocabulary.
5. Explain the concept of root words and the related words.

Course Outcome: Students will be able to

1. Amplified level of confidence to express themselves in English.
2. Elevated standard of learning through the implementation of creative cognitive techniques.
3. Understand the correct usage of Prepositions and Conjunctions.
4. Write Emails, Letters and Creative passages.
5. Apply the knowledge of vocabulary in his speaking and writing.

Module 1

6 Hours

Sentences: Introduction to simple and compound sentences, Techniques to build simple and compound sentences, Rules for constructing a complex sentence, Introduction to punctuation, Introduction to active and passive voice

Module 2

8 Hours

Preposition: Introduction to prepositions, Importance of usage of prepositions, Rectifying common errors in context to using preposition, Right usage of common prepositions like in, on, under, behind, below etc.

Conjunctions: Introduction to conjunctions, Understanding the importance of usage of conjunctions, Usage of different conjunctions in a compound sentence, Understanding the meaning of conjunction like yet, since, until, however, but etc.

Module 3

6 Hours

Vocabulary builder - Gaining increased momentum, How to talk about actions– Verbs that accurately describe human activities, excursions into expressive terms good and evil, doing saying, wishing and pleasing. how to talk about various speech habits– words that explore in depth all the degrees and kinds of talk and silence, how to insult your enemies– terms for describing a disciplinarian, toady, dabbler, provocative woman, flag-waver, possessor of a one track mind, free thinker, sufferer from imaginary ailments, various manias and phobias, how to flatter your friends– terms for describing friendliness, energy, honesty, mental keenness, bravery, charm, sophistication ,etc.

Module 4

4 Hours

Writing Skills 2: Format for e-mail writing. Format for Letter Writing. Some common errors.
 .Creative Writing. Blog Writing

Module 5

8 Hours

Vocabulary builder - Finishing with a feeling of complete success.

How to talk about common phenomena and occurrences – Words for poverty and wealth, direct and indirect emotions, not calling spade a spade, banter and other light talk, animal like contentment, homesickness and different kind of secrecy. Excursions into terms expressive of goodness, of hackneyed phraseology, of human similarity to various animals, of kinds of sound, etc. How to react to the new words you meet in your reading.

How to talk about what goes on - Verbs that show exhaustion, criticism, self-sacrifice, repetition, mental stagnation, hinting, soothing, sympathizing, indecision, etc. How you can increase your vocabulary by picking your friends brains.

How to talk about a variety of personal characteristics: Adjectives that describe insincere humility, dissatisfaction, snobbery, courtesy to women, financial embarrassment, sadness, etc. How increasing your vocabulary has begun to change the intellectual climate of life.

Reference Books:

- “Word Power Made Easy New Revised and Expanded Edition”, First Edition, Norman Lewis, Goyal Publisher.
- “Essential English Grammar” by Raymond Murphy, published by Cambridge University Press.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	3		3		
CO3	3		2		
CO4				3	
CO5		3			2

3-High correlation, 2-Average correlation, 1-Low correlation

THIRD SEMESTER

SUPPLY CHAIN MANAGEMENT

Course Code: P19MBA 31 CIE : 50 Marks Credit Pattern: L:T:P:H = 4:0:0:4=3
SEE: 50 Marks No. of Hours per Week: 3+1=4
Exam Duration: 03 Hours Total Numbers of Hours: 52

Course Objectives:

1. To make students understand the concept of Supply chain Management.
2. To create awareness regarding the Supply Chain Operations and Its Technology.
3. To impart the understandings of Design for Logistics concepts that are used to control logistics cost and make the supply chain more efficient.
4. To make students understand world class manufacturing concepts.
5. To make students understand modern concepts in supply chain management.

Course Outcomes: Students will be able to

1. Apply the concept of supply chain and its impact on business.
2. Exhibit the importance of Logistics and Technology in SCM.
3. Analyze the impact of world class manufacturing on Indian Markets.
4. Apply the concept of production systems in manufacturing.
5. Formulate implementation plans in supply chain management.

Module 1

8 Hours

Introduction to Supply chain: Evolution of Supply chain –objectives – importance) Changing business Environment SCM present Needs Conceptual Model Of SCM –SCM Approach Traditional Supply Chain Approach, **Modern Supply Chain Approach** SCM- decision phases – process view – Competitive and supply chain strategies – achieving strategic fit –Expanding Strategic Scope, Supply chain drivers – framework – facilities – inventory – transportation – information – sourcing – pricing –Obstacle to Achieve Strategic fit. (**Supply Chain Management -Rahul v. Alterkar- TB1 P no-1-10; SCM - Sunil Chopra and Peter Meindl TB2 P no 6-11**)

Module 2

12 Hours

Operations and Demand management in Supply chain: Introduction of Basic Principals of manufacturing Management & its System ,Role of Production in Business –Mass Production systems ,Lean Manufacturing Agile Manufacturing, Quick Response Manufacturing (**QRM**)Key concepts in lean Manufacturing & SCM, Mass Customization, stages of manufacturing ,Licensing- service operations management, Service Operations Optimizations, Types of Demand –Forecasting Approach Moving Averages, Customer Order Decoupling Points(**CODP**),Industries & Their Classification, Supply Chain Strategy Collaborative planning Forecasting Replenishment Concepts(**CPFR**) (**Supply Chain Management -Rahul v. Alterkar- TB1 P no 12-62 & 93-173**)

Module 3

10 Hours

Procurement & Logistics Management in Supply Chain:– Introduction to Purchasing cycle –Types of Purchases –Classification of Purchase Goods & Services –Traditional inventory Management –Inventory Models- Inventory Terminology, **History & evolution of Logistics** –Elements of Logistics Management – Distribution Management – **Distribution Strategies** – Inventory Management –Transportation Management –Fleet management –

Containerization Ware Housing –Packing for Logistics –Third party Logistics –Technology Components. (Supply Chain Management -Rahul v. Alterkar- TB1 P no 176-316)

Module 4

12 Hours

Introduction to world class manufacturing:The Indian scenario Competitiveness of Indian Manufacturing - Manufacturing Objectives and Strategies - The Manufacturing Strategic Intent Framework - Strategic use of IT in Indian Manufacturing

(Richard J. Schonberger, World Class Manufacturing: The Lessons of Simplicity Applied, Collier Macmillan, B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2009)

Module 5

10 Hours

Leading India Towards World-Class Manufacturing: Developing Strategic Thinking in Manufacturing - Issues in Strategic Planning for World-Class Manufacturing - Strategic Planning Methodology for World-Class Manufacturing - World-Class Manufacturing Implementing Plan-Performance Measurement System for World-Class Manufacturing.

(Richard J. Schonberger, World Class Manufacturing: The Lessons of Simplicity Applied, Collier Macmillan, B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2009)

Case Studies in Indian Context only

Practical component

- ✓ Students are expected to choose any 4 Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- ✓ Students should visit different logistics companies and understand the services provided by them and submit a report.
- ✓ Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
- ✓ Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain

Text Books

1. Supply Chain Management - Rahul v.Alterkar
2. SCM - Sunil Chopra and Peter Meindl
3. Richard J. Schonberger, World Class Manufacturing: The Lessons of Simplicity Applied, Collier Macmillan, London
4. B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2007

References

- Fundamentals of SCM. Dr.Dawei Lu.
- Supply chain Management text & cases –Janat shah.
- Supply chain Management –Sarika Kulkarni.
- Suzaki K, The New manufacturing Challenge: Techniques for Continuous Improvement, Free Press, new York.
- Shigeo Shingo, A Revolution in Manufacturing: The SMED System, Stamford, Conn. Productivity Press

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1		
CO2	2		1	1	
CO3	2		1	1	
CO4	2		2	1	
CO5	2		1	1	

3-High correlation, 2-Average correlation, 1-Low correlation

PROJECT MANAGEMENT

Course Code: P19MBA 32
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 =3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives: The objective of the course is:

1. To provide the framework of capital budgeting and generation and screening of project ideas
2. To provide knowledge and understanding of market and demand analysis, technical analysis, project risk analysis and financial estimates and projections
3. To expose students to special decision situations, social cost benefit analysis, qualitative analysis and environmental appraisal of projects.
4. To expose student to various means of project financing, project management, network techniques and project review and administrative aspects
5. To appraise the students on the leading practical application oriented relevant and updates case studies.

Course outcomes: The student will be able to

1. Analyze various phases of Project Management
2. Apply various tools available for Risk analysis in Capital.
3. Exhibit competence in choosing project finance.
4. Apply the knowledge of various forms of project organization.
5. Demonstrate the knowledge of project implementation and review.

Module 1

09 Hours

Project Management an Overview: Capital Expenditures-Importance and Difficulties. Phases of Capital Budgeting. [Pg. no. 1.1 – 1.6 – Projects – Prasanna Chandra]
Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting.[Pg. no. 2.1 – 2.24 – Projects – Prasanna Chandra]
Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries. [Pg. no. 3.1 – 3.14 – Projects – Prasanna Chandra]
Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey– characterization of the market – demand forecasting – market planning.[Pg. no. 4.1 – 4.25 – Projects – Prasanna Chandra]

Module 2

13 Hours

Technical Analysis: Manufacturing Process/Technology-Technical arrangements-Material inputs and Utilities-Product mix-Plant Capacity-Location and Site-Machineries and Equipments-Structures and Civil Works [Pg. no. 5.1 – 5.10 – Projects – Prasanna Chandra]
Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – break even points – projected cash flow statement – projected balance sheet.[Pg. no. 6.1 – 6.17 – Projects – Prasanna Chandra]
Project cash flows: Basic

Principles of Measurement of cash flows –Components of the cash flow streams – Biases in cash flow estimation.[Pg. no. 9.1 – 9.20 – Projects – Prasanna Chandra]

Appraisal criteria: Net Present Value – Benefit Cost Ratio – Internal Rate of Returns – Payback Period –Investment Appraisal in Practice.[Pg. no. 8.2 – 8.24 – Projects – Prasanna Chandra]

Module 3

13 Hours

Types and measure of risk– Sensitivity Analysis– Scenario Analysis – Monte Carlo Simulation – Decision Tree Analysis –Selection of Project – Risk Analysis in practice. [Pg. no. 9.1 – 9.22, 11.1 – 11.37 – Projects – Prasanna Chandra]

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirrlees approach to SCBA [Pg. no. 14.1 – 14.21 – Projects – Prasanna Chandra]

Environmental appraisal of projects: meaning and scope of environment – Environmental resources values – environmental impact assessment and environmental impact statement). [Pg. no. 1.1 – 3.16, Appendix C – Projects – Prasanna Chandra]

Module 4

06 Hours

Project financing in India: Means of finance – norms and policies of financial institutions – SEBI guidelines – Sample financing plans – structureof financial institutions in India – schemes of assistance – term loansprocedures – project appraisal by financial institutions.

Module 5

11 Hours

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. [Pg. no. 8.1 – 8.25, 21.1 – 21.21 – Projects – Prasanna Chandra]

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limited – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling). [Pg. no. 22.1 – 22.29 – Projects – Prasanna Chandra]

Project review and administrative aspects: Initial review – performance evaluation – abandonment analysis – administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization.

Case Studies in Indian Context only

Practical Components:

- ✓ Students are asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
- ✓ Students can visit a financial institution/Bank and study the project appraisal criteria adopted by them.
- ✓ Students can study the project financing procedure provided by Banks.
- ✓ Students can visit the organization which have undertaken large scale projects like ‘Bangalore Metro Rail’ and study the risk associated with such projects and also study how they access and manage such risks.

Text Books

1. Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review – TMH, 7/e, 2010.
2. Narendra Singh – Project Management and Control – HPH , 2003

References

- Nicholas – Project Management for Business and Technology: Principles and Practice – Pearson / PHI, 2009.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2			2	1
CO2	2	2	1		
CO3	2		1	1	
CO4	2		2		
CO5	2	1			1

3-High correlation, 2-Average correlation, 1-Low correlation

COMPUTER LAB 2

Course Code: P19MBA 33
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P =1:0:2 = 2
No. of Hours per Week: 2
Total Numbers of Hours: 26

Course Objectives:

1. To make students understand the role and importance of data analytics in the competitive world
2. To make students use of SPSS software its application in the field of research
3. To equip student with the ability to decide on the suitability of particular statistical tests for different sets of data.

Course Outcomes: Students will be able to

1. Demonstrate competence in using software's to use data analysis for decision making process.
2. Judge variables underlying a given research problem, collect and tabulate the data and also clean existing data for the purpose of analysis.
3. Interpret descriptive statistic of a given data set.
4. Exhibit skills to run non-parametric tests and interpret the results thereof.
5. Demonstrate to run regression analysis and interpret results thereof.

Module 1

3 Hours

Introduction to SPSS: Introduction to SPSS software, Data analysis with SPSS- general aspects, general description, functions, menus, command and file management.

Module 2

3 Hours

Input and data cleaning- Defining variables, manual input of data, automated input of data and file import, Data transformation, Syntax files and scripts, output management. Exercise on creating data, importing data, data cleaning and editing existing data.

Module 3

5 Hours

Descriptive Analysis of data- Frequency Distribution, Descriptive, Explore, Crosstabs. Exercise on running the Descriptive statistics and interpreting the results

Module 4

6 Hours

Statistical Tests 1- Means, T-test, One-way ANOVA, Non parametric tests, Normality tests
Exercise on running the statistical tests and interpreting the results

Module5

9 Hours

Statistical Tests 2- Linear Correlation and Regression, Multiple Regression, Factor Analysis
Exercise on running the statistical tests and interpreting the results

Practical Components:

1. Students have to design questionnaire based on various scale development already available try to understand the challenges and concerns of designing the questionnaire
2. Students have to collect data and run the suitable tests and interpret the analysis

Text Books

1. SPSS: Stats Practically Short and Simple by Sidney Tyrrell, ISBN: 978-87-7681-474-8, 1st edition, Bookboon Premium.
2. Discovering Statistics Using IBM SPSS Statistics, 4th Edition 4th Edition, by Andy Field

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	1	2		1	
CO2	2	3			
CO3	2	3		2	
CO4	1	3	1		
CO5	1	3	1		

3-High correlation, 2-Average correlation, 1-Low correlation

FINANCIAL MANAGEMENT
FINANCIAL SERVICES AND BANKING PRACTICES

Course Code: P19MBA 3F1
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0=3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To introduce the concept of banking, its types & its scope.
2. To enable to students to understand the relationship between banker and customers.
3. To also impart the knowledge on Asset Liability management.
4. To explain about financial services including leasing and hire purchase.
5. To make aware of other financial services, securitization of debt and marketing of financial services.

Course Outcomes: Students will be able to

1. Analyze various Banking and Non-Banking financial services in India.
2. Demonstrate understand the activities of Merchant Banking and credit rating.
3. Exhibits competence in understanding micro financing and other financial services in India.
4. Evaluate and compare leasing & hire purchase options.
5. Apply the concepts of mutual funds, Insurance, securitization process and functioning and analyse them.

Module 1

10 Hours

Banking Meaning and Definition, Evolution of Indian Banks. Types of banks **Commercial banking**: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development. **Bank Clearing House**: Clearing Procedure. **Hi-tech Banking**: Modern technology in Banking, Core banking, E- Banking, ATM, EFTS, RTGS, NEFT, Internet Banking, Mobile Banking. Risk management in banks (an overview). **Banking Instruments**- Cheque, bank draft, e-cheque, Travellers cheque, credit card, cheque cards, Debit card. Concept of **Green Banking** for sustainable development. Concept of **International Banking**- an overview. (Chapter 11 of 1st Text book)

Module 2

10 Hours

Merchant Banking: Merchant banker- Role and Functions, SEBI guidelines for merchant bankers – Issue Management – Equity issues – Rights issues – Debenture issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, and ECB etc (Chapter 1,2 and 3 of 3rd Text book)

Module 3

10 Hours

NBFCs An Overview -Types of NBFCs in India. Regulatory framework. Micro finance-Models, services, challenges.

Lease and Hire Leasing - Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing – Hire Purchasing- Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing. (Chapters 1 from Text 4 & 2, 3, 4 of 1st Text book)

Module 4

12 Hours

Credit rating Meaning, process of credit rating, rating methodology, rating agencies and symbols. **Depository Service** - Depository services- Role of depositories and their services, Advantages of depository system, NSDL and CDSL. **Venture Capital** - concept, features, process. Stages, Performance of Venture capital funded companies in India.(Theory) (Chapter 13,14,16 & 17 of 1st Text book)

Module 5

10 Hours

Mutual Funds- Meaning, types, structure, functions, performance of funds and regulation **Risk Management and Insurance**- Risk and uncertainty, types of risks, Sources of risk, methods of handling risk and management of risk. **Insurance and risk** – introduction, meaning, types, general principles. **Insurance industry** in India, functions, types, regulatory framework for insurance industry in India. **Factoring & Forfeiting**- Definition, functions, types, etc. **Securitization**- Meaning, process, Types, Benefits. **Securitization and the Credit Crisis of 2007** (Theory) (Chapter 4& 9 from Text 4) (Chapter 8 from John C Hull)
Case Studies in Indian Context only

Practical Components:

- ✓ List minimum 10 banks in each type of banks in India with their name, year of establishment, CEO, Headquarters, number of branches in India and abroad, Share price as on today, Market Capitalization, etc
- ✓ List out all banks which are NEFT and RTGS enabled.
- ✓ IFSC- Meaning; list IFSC codes for at least 5 the bank branches of Mandya city.
- ✓ Collect information about credit rating symbols of any 2 credit rating agencies of India.
- ✓ Name and give basic details of any 5 funds under all the types of mutual funds.

Text Books-

1. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
2. Indian Financial System – Pathak, Pearson Education, 3/e, 2011.
3. Merchant Banking: Principles and Practice - Machiraju H. R, New Age International.
4. Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
5. Options Futures & Other Derivatives- John C.Hull - (Pearson Education), 6/e, 2009

References-

- Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Indian Financial System – Machiraju, 4/e, Vikas, 2010.
- Financial Services, Shanmugam, Wiley India, 2011

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			2	
CO2	2			2	1
CO3	3		2		1
CO4	2	3			1
CO5	3			1	2

3-High correlation, 2-Average correlation, 1-Low correlation

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code: P19MBA 3F2

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course objectives:

1. To facilitate understanding of corporate merger and acquisition activity and Restructurings
2. To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.
3. To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition. To assess human and cultural aspects of M&A's.
4. To learn how corporate value firms for their strategic decisions.
5. To understand the regulatory and accounting aspects concerned with M&As.

Course outcomes: Students will be able to

1. Apply the concepts of M&A and Corporate Restructuring
2. Exhibit competence in financial evaluation of M&A and analyse the results.
3. Critically evaluate different types of M&A, takeover and antitakeover strategies.
4. Analyse corporate restructuring using standard techniques of corporate valuation.
5. Apply accounting rules and legal guidelines for M&As.

Module 1

12 Hours

Introduction to Mergers And Acquisitions

Mergers - In the Nature of Acquisitions and Amalgamations, Types of Merger, Motives Behind Mergers, Synergy of Mergers – Types of synergies, Value Creation in Horizontal, Vertical And Conglomerate Mergers – Internal And External change forces contributing to M & A activities. (1st, 3rd, & 4th chapters from B Rajesh Kumar & Page No. 82-88 from J Fred Weston)

Cross border Mergers and Acquisitions- Meaning, forms, Determinants and motives.

M & A – A Strategic Perspective- Industry Life Cycle in M&A Decision, Strategic approaches to M&A- SWOT Analysis & BCG Matrix. (2nd chapter from B Rajesh Kumar & 56-68 from J Fred Weston)

Acquisitions- Takeovers, Types, Hostile Takeover Approaches, Take Over Defences – Financial Defensive Measures. (Chapter 9, 14, 15, 16th of J Fred Weston)

Module 2

10 Hours

Merger Process & Corporate Restructuring

Merger Process: Dynamics Of M&A Process- Identification Of Targets-Negotiation-Closing The Deal. Five Stage Model –Due Diligence (Detailed Discussion). Methods of Financing Mergers – Cash Offer, Share Exchange Ratio. Process of Merger Integration – Organizational And Human Aspects – Managerial Challenges of M & A.

Corporate Restructuring – Different Methods Of Restructuring – Joint Ventures – Sell Off And Spin Off – Divestitures – Equity Carve Out – Leveraged Buy Outs (LBO) –

Management Buy Outs (MBO) - Limited Liability Partnership (LLP), Master Limited Partnership (MLP) .

(Chapter 5, 6 & 11 of B Rajesh Kumar & 9th & 10th chapters from B Rajesh Kumar)

Module 3

10 Hours

Valuation

Valuation Approaches and Methods – Discounted Cash Flow Valuation, Book Value Based Valuation, Valuation of Operating And Financial Synergy. Mergers as a Capital Budgeting Decision. Financing of Mergers- Exchange ratios. (Chapter 7 from B Rajesh Kumar, Problems- Refer Corporate Finance By Ashwath Damodaran & Chapter 13 & 14 From Ravindhar Vadapalli)

Module 4

10 Hours

Corporate valuation-

An Overview-Context of valuation-Approaches to Valuation-Features of the valuation process. DFC and Non-DFC Models. (Theory only)

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 only) (Chapters from 7th and 8th text books)

Module 5

10 Hours

Accounting for Amalgamation & Legal And Regulatory Frame Work

Accounting for Amalgamation as per AS 14. Legal And Regulatory Frame Work of M & A – Provisions of Company’s Act 1956 and 2013, Indian Income Tax Act 1961 – SEBI Take Over Code. (Chapter 8 of B Rajesh Kumar & Chapter 7, 8, 9, 10, 11, & 12 of Prasad G Godbole)

Case Study – Indian Context only.

Practical Components:

- ✓ List any 10 (in each) Mergers and acquisitions that you came across recently. Give the deal details.
- ✓ Study how stock prices have behaved for such M&A announcements.
- ✓ Study the regulatory perspective of cross border acquisitions in India.

Text Books:

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/E
2. Mergers & Acquisitions –Text & Cases by B Rajesh Kumar- Tata McGraw Hill company
3. Mergers Acquisitions And Business Valuation – Ravindhar Vadapalli – Excel Books, 1/E 2007
4. Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons

5. Mergers, Acquisitions & Corporate Restructuring By Prasad G Godbole – Vikas Publications.
6. Shukla & Grewal- Advanced Accounts Vol 2 – S.Chand & Sons, Recommended Book For Module-6
7. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011.
8. AswathDamodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006.

Reference Books

- Company Law & Practice – Taxmann – Recommended Book For Module-8
- Students Guides To I.T. Act 1969
- Sudi Sudarsanam – Value Creation From Mergers And Acquisitions – Pearson Education, 1/E, 2003
- Valuation For Mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
- Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2		1	1	
CO2	2	2			1
CO3	2		2		1
CO4	1		2	1	1
CO5	2			2	

3-High correlation, 2-Average correlation, 1-Low correlation

ADVANCED FINANCIAL MANAGEMENT

Course Code: P19MBA 3F3

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of this course is to:

1. To inculcate conceptual knowledge of working capital management [i.e. Inventory, Receivables and Cash] and conceptual framework for bank finance for working capital and identify the various sources of financing working capital requirement.
2. To inculcate conceptual knowledge Capital structure and Dividend decisions and their impact on value of the firm.
3. To inculcate the knowledge of different Corporate Financial Modelling to carry out effective financial planning in the business organization.
4. To make the students able to assess the dividend policy of the firm.
5. To make students understand corporate financial modelling.

Course Outcomes: Students will be able to

1. Apply the knowledge about financial planning and determination of corporate financial needs.
2. Exhibit competence in estimating Working capital requirement and techniques of cash management
3. Demonstrate skills in evaluating different credit policy and how changes in credit variables impact the sales and residual income.
4. Analysis the need for and importance of inventory management.
5. Analyze the relationship of capital structure and dividend decisions on the value of the firms.

Module1

09Hours

Corporate financial Modeling – Agency problem and consideration. Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR). [Basic problem][Pg. no. 127-135, Financial Management by Prasanna Chandra]

Module2

12 Hours

Working capital management –Sources for financing working capital - Short term financing of working capital, long term financing of working capital. Bank finance for working capital, Working Capital Leverages (No problems on estimation of working capital requirement).

Cash Management – Forecasting cash flows– Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller - Orr model. Strategies for managing surplus fund. [Pg. no. 708-722, Financial Management by Prasanna Chandra]

Module3

12 Hours

Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and discriminate analysis. Control of

accounts receivables, Factoring (Problems are included). Performance measurement and Balanced Scorecard.

Module4

07 Hours

Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model, Quantity discounts. Monitoring and control of inventories, ABC Analysis. Zero Inventory System. [Pg. no. 735-750 & 761-774, Financial Management by Prasanna Chandra]

Module5

12 Hours

Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. [theory and problems] [Pg. no. 505-528, Financial Management by Prasanna Chandra]

Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Legal and procedural aspects of dividends Corporate Dividend Tax. [Pg. no. 574-586, Financial Management by Prasanna Chandra]

Related case studies to be discussed.

Practical Components:

- ✓ Students are required to prepare a report on working capital financing of any one bank.
- ✓ Students are required to study the annual reports of selected company and forecast the need for external financial requirement based on its growth trend.
- ✓ Students are required to identify the key factors affecting the capital structure decision based on literature review of a specific sector.

Text Books

1. Prasanna Chandra: Financial Management, (TMH), 7/e, 2009
2. M.Y. Khan & P.K. Jain – Financial Management, (TMH), 5/e, 2009

References

- I.M. Pandey – Financial Management (Vikas), 10/e, 2009
- Ross, Westerfield & Jaffe, Corporate Finance– TMH – 8/e, 2009
- Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
- Fundamentals of Financial Management – Vanhornes & Bhandari, Pearson Education.
- Contemporary Financial Management – Kothari & Dutta, Macmillan India Ltd.
- Fundamentals of Corporate Finance - Stephen A. Ross, Westerfield, Jordan, 8/e, McGraw Hill, 2010.
- Fundamentals of Financial Management – Vanhorne & Wachowicz, 13/e, PHI, 2011.
- Corporate Finance – Damodaran, 2/e, Wiley India (P) Ltd., 2004

CO-OP MAPPING

	PO1	PO2	PO3	PO4	PO5
CO1	2		1	1	
CO2	2	2			1
CO3	2		2		1
CO4	1		2	1	1
CO5	2			2	

3-High correlation, 2-Average correlation, 1-Low correlation

INVESTMENT MANAGEMENT

Course Code: P19MBA 3F4

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

1. To develop a thorough understanding of process of investments and financial markets (stock markets in India).
2. To provide conceptual insights into the valuation of equity.
3. To provide insight on bond terminology, bond risk management and valuation of bonds.
4. To familiarize the students with the concept of fundamental and technical analysis.
5. To familiarize with conceptual insight of Efficient Market Hypothesis

Course Outcomes: Students will be able to

1. Analyze the financial market and understand the various investment options available.
2. Evaluate the intrinsic value of Bonds.
3. Evaluate the intrinsic value of Shares.
4. Demonstrate the basic understanding for fundamental and technical analysis of stock to buy/sell the stock.
5. Apply the insight of EMH for better portfolio management and have an effective risk-return trade-off for maximizing the return.

Module1

10 Hours

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Financial markets – primary and secondary markets, guidelines – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges. Problems on computation of Indices by using Free float market capitalization method. [1, 2 & 4 of 1st Text book]

Module 2

12 Hours

Bond valuation - Strategic role of bond, Bond terminology, types of bonds, bond price analysis, bond valuation, duration, modified duration, YTM, interest and determinants of interest rates, theories of interest rates, analysis of deep discount bond, analysis of convertible bond. Bond Risk management tools- types of risks, Bond Immunization, convexity, term structure of interest rates, credit rating. (Problems on YTM, duration and modified duration)

[13 of 1st Text book]

Module 3

09 Hours

Equity Valuation: Models -Valuation methods-dividend discount model, price earnings ratio, price book value ratio, Price-sales ratio. [11, 12 of 1st Text book]

Module 4

11 Hours

Fundamental Analysis - Objective and believes of fundamental analysis, frame work of fundamental analysis concepts of intrinsic value- Economic Analysis: Economic forecasting methods, Industry analysis and Company analysis.

Technical Analysis - Concepts of Technical analysis, Dow chart, PFC, Bar chart, Contrary opinion theory - Confidence index, RSI, Moving average, MACD, Japanese candle stocks. [14, 15 and 16 of 1st Text book]

Module 5

10 Hours

Efficient market hypothesis - Concept of efficiency of stock markets, forms of efficient market hypothesis, Empirical tests of efficient market hypothesis in Indian Market. Description of tests of efficient market hypothesis. [9 of 1st Text book]

Case Studies in Indian Context only

Practical Components:

- ✓ Student have to collect Industry wise company listed in S&P BSE 500
- ✓ Students needs to construct an optimum portfolio reflecting the risk-return trade off with a notional investment of Rs. 10 lakhs and give their reasons and calculations as a part of report.
- ✓ Students needs prepare a report on (any five) macro economic variables having impact on the stock market using statistical tools.
- ✓ Students are expected to undertake Industry analysis for specific sectors and also do the technical analysis using MACD and RSI of selected stocks of that sector and prepare a report for investors

Text Books

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.

References

- Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
- Security Analysis & Portfolio Management – Avadhani V. A, HPH.
- Investment Management – Preethi Singh, 17/e, Himalaya Publishing House, 2010.

CO-OP Mapping

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1		2
CO2	2	3	1		
CO3	2	3	1		1
CO4	2	3	1		
CO5	3	1			1

3-High correlation, 2-Average correlation, 1-Low correlation

MARKETING MANAGEMENT
CONSUMER BEHAVIOR

Course Code: P19MBA 3M1
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives: The objective of the course is to make the student to familiar with the consumer behavior process and various aspects of consumer behaviour. In detail:

1. To provide an understanding the need of consumer behaviour and its motivation.
2. To provide an understanding of different perspectives that characterizes the study of Consumer behavior & personality.
3. To provide an understanding concept of consumer Communication process & social and cultural setting
4. To provide an understanding of concepts of consumer decision making process.
5. To provide an understanding of application of theoretical concepts to practical situations involving several cases

Course Outcomes: Students will be able to

1. Demonstrate alternative ways of thinking about consumers as individuals and able to use quantitative and qualitative research methods on consumer behavior.
2. Interpret the role of personality and learning in consumer behavior.
3. Analyze social and cultural factors that affect consumer behavior.
4. Develop marketing strategies that are consumer based and create and enhance customer value.
5. Apply their substantive knowledge to marketing situation (cases, scenarios) in an analytic manner.

Module1

11 Hours

Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems – the measurements of motives – motivational research – development – motivational research today (Pg 100 – 129, Schiffman)

Module 2

11 Hours

Personality and consumer Behavior: What is personality-Theories of personality-Brand personality-Self and Self-image-Virtual personality or self (Pg. 134-164, Schiffman)

Consumer Perception: Elements of perception-Dynamics of perception-Consumer imagery-Perceived risk (Pg. 170-209, Schiffman)

Consumer Learning: The elements of consumer learning-Behavioral learning theories-Cognitive learning theory-Measures of consumer learning (Pg. 216-250, Schiffman)

Module 3

10 Hours

Reference Groups (RG) and Family Influences: What is a group? - Understanding the power of reference groups - Selected consumer - Related RG - Family decision making and consumption -Related roles-The family life cycle (Pg.330-339, Pg. 359-368, **Schiffman**)
Social Class and CB (Pg. 376-408, **Schiffman**) - The influence of culture on CB(Pg. 412-437, **Schiffman**) - Cross-Cultural CB (Pg.474-495, **Schiffman**)

Module 4

10 Hours

Consumer Influence and the Diffusion of Innovations: Opinion leadership-Dynamics of the opinion leadership process-Motivation behind opinion leadership-Diffusion of Innovations-Its process-The adoption process (Pg. 500-534, **Schiffman**)

Module 5

10 Hours

Communication and persuasion: Components of communication – the communication process – the message initiator (the source) – the target audience (the receivers) – feedback – the receivers response – designing persuasive communications – communication strategy – media strategy – message strategies (Pg. 294-315, **Schiffman**)

Consumer decision making and beyond –What is a decision-Levels of consumer decision making- Models of Consumers-Model of consumer decision making – consumer gifting behavior – beyond decision: consuming and possessing-relationship marketing (Pg. 544-577 **Schiffman**)

Case Studies in Indian Context only

Practical Component:

- ✓ Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
- ✓ Students have to prepare a questionnaire and conduct the survey on consumer buying behaviour and present the findings in the class.
- ✓ Find three advertisements that appeal to the need for power, affiliation and achievement. Discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- ✓ Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc.
- ✓ Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload?

Text Books

- a. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
- b. Shopper, Buyer And Consumer Behavior – Dana Nicoleta, Jay Lindquist – Biztantra, 2/e, 2003/04

References

- Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
- Consumer Behavior In Indian Perspective – Suja Nair – Himalaya Publishers, 2004
- Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson, 1/e, 2002

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
C01	3		2		
C02	2	1		2	
C03	2			3	
C04	2		2		1
C05	2	1		2	

3-High correlation, 2-Average correlation, 1-Low correlation

RURAL MARKETING

Course Code: P19MBA 3M2

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is to expose the students to the differences and similarities between rural and urban markets.

1. To provide basic understanding of rural marketing, Rural marketing environment and rural consumer behavior.
2. To create awareness of the different parameters and basis that can be employed to segment the rural market and to comprehend the reasons behind the requirement of a modified mix for rural market.
3. To provide basic understanding of various pricing and distribution strategies that needs to be adopted to achieve success in the rural market.
4. To create awareness about various communication strategies and financial services available for rural customers.
5. To help the students analyse the cases on rural markets.

Course Outcome: The student will be able to

1. Apply the concepts of rural marketing, environment and consumer behaviour.
2. Exhibit the concepts of segmenting, targeting, positioning and frame appropriate strategies for improving marketing activities in rural areas.
3. Analysing the rural pricing strategies and distribution system.
4. Exhibit the methods for developing effective communication for rural audiences.
5. Accomplish the new product development strategies.

Module 1

11Hours

Introduction: Defining rural markets, Understanding rural consumers, New influencers, Products, Rural distribution and communication, AICDA model, Developing rural markets through IT. (Text book 1, Page no: 1 to 7)

Rural marketing environment: Defining rural India, Evolution of rural marketing, Defining rural marketing, Rural market structure- Demographic environment, Education and the level of demand, House hold/Rural housing/ Occupational pattern, Physical environment, Economic environment, Social and Cultural environment, Village community, Caste system, Political environment, Technological environment, Constitutional of rural markets, Size of the rural market, Marketing management in Non-profit sectors. (Text book 1, page no 8 to 25)

The Rural Economy: The Economic scenario in rural India, changing face of rural development, Five year plans, Transition of the rural economy, Changing consumption patterns, The Rural infrastructure, Social infrastructure, Marketing infrastructure, Commercial infrastructure, Government policies and the rural face of reforms. (Text book 1, Page no: 28 to 53)

Module 2

12 Hours

Rural Consumer behavior: Consumer buying behavior models, Factors affecting Consumer Behavior, Cultural factors, Social factors, Technological Factors, Economic Factors, Political Factors. (Text book 1, page no 55 to 68)

Characteristics of Rural consumer: Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. (Text book 1, page no 68 to 87)

Rural Market Research: Research objectives and design, Types of rural studies- Secondary data research, primary data collection, Data collection methods [PRA tools], Sampling, Do's and Don'ts in rural market research, Attributes of rural researchers, Limitations of rural research, Rural market research industry. (Text book 1, page no 87 to 98)

Module 3

10 Hours

Rural Marketing Strategies:

a) Segmenting, Targeting and Positioning

Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation-Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behavior Segmentation, Multi-attribute Segmentation,

Targeting- Evaluation and Selection of Segments, Coverage of Segments,

Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept

b) Product Strategy

Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

c) New Product Development

Consumer Adoption Process, Product life cycle, Product Mix,

d) Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness

e) Fake Brands- The Fakes Market, Strategy to counter fakes, Structure of competition in Rural India, Product warranty and After-sales-service. (Text book 1, page no 100 to 154)

Module 4

10 Hours

Distribution Strategy:

Introduction: Accessing Rural Markets-Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders-The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies-Behavior of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural. (Text book 1, page no 172 to 205) Examples of Organized Retailing in Rural India (Text book 1, page no 265)

Module 5

9 Hours

Communication strategy:

Challenges in Rural Communication, Developing Effective communication- 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. (Text book 1, page no 207 to 245),

The Future of Rural marketing: Glamorize rural marketing, Public private partnership, e-rural marketing. (Text book 1, page no 286)

Case Studies in Indian Context only

Practical Components:

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

Text Books

1. Rural Marketing- Pradeep Kashyap & Siddhartha Raut, Biztantra, 2010 Edition.

References

- Rural Marketing – U.C.Mathur, excel books, 1/e
- Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
- Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
- Rural Marketing – Sukhpal Singh – Vikas Publishers
- Rural Marketing- Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			2	
CO2	2		1	1	
CO3	2		1		
CO4	2		1		
CO5	2		2		1

3-High correlation, 2-Average correlation, 1-Low correlation

INDUSTRIAL MARKETING

Course Code: P19MBA 3M3

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is

1. To know the basic differentness between the industrial marketing and consumer marketing
2. Help you to develop skills in strategic approach for industrial markets
3. To make students understand the nature of demand, buying behaviour in industrial markets.
4. Provide you knowledge about marketing mix elements orientation towards industrial markets.
5. To help the students analyse the cases on business markets.

Course Outcomes: students will be able to

1. Demonstrate their conceptual understanding of the difference between consumer market and industrial markets.
2. Apply the knowledge of strategy formulation for industrial markets.
3. Demonstrate their conceptual knowledge of the fundamentals of relationship management.
4. Exhibit their conceptual skill of managing the sale force.
5. Formulate various distribution strategies.

Module1

11 Hours

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment, Environmental effect on Industrial Market with special reference to Government rule. **(Robert R.- chapter 1&2)**

Nature of Industrial buying: Organisational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision

Making Ethics in Purchasing **(Robert R.- chapter 3)**

Module2

11 Hours

Market Segmentation: Choosing Target Segments, Positioning, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market

Research and Consumer Market Research

Formulating Product Planning: Developing Product Strategy, Analysing Industrial Product Life Cycle, Developing Strategies for new and existing products

Business Service Marketing: Special Challenges **(Robert R.- chapter 3& 4)**

Module3

10 Hours

Formulating Channel Strategy: Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their drawbacks, choice of the right Distributors, Participation of other Channel Members in

Industrial Distribution- Channel Logistics- Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing the customer service, Identifying the cost centers. **(Robert R.- chapter 5)**

Module4

10 Hours

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

The Promotional Strategies: Advertising in Industrial Markets, uses, Message Formulation, policies, media ,budgetary support, evaluation of advertising- sales Promotion- Use of Sales Promotion in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce**(Robert R.-chapter 6, 7 & 8**

Module5

10 Hours

Management of Sales Force: Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales person, sales training, Directing, Motivating, Task Assignment, Compensation, Measuring the Effectiveness of Sales Force. Relationship Sales and Marketing, Four forms of Seller Roles **(Robert R.-chapter 11&12)**

Case Studies in Indian Context only

Practical Components:

- ✓ Visit Industrial Distributor/Dealer and collect all the conceptual information from purchasing to selling of B2B Products (SCM) to Business Customers.
- ✓ Visit at least one Industrial / B2B Trade shows or Exhibitions and prepare a report
- ✓ Visit to one Original Equipment Manufacturing (OEM) Industry and one Semi-Finished Goods Industry
- ✓ Students are expected to make a SWOT analysis of Industrial products and services of various sectors

Text Books

1. Industrial Marketing - Robert R. Reeder & Reeder, PHI
2. Business Marketing Management - Michael D. Hutt, Thomas W. Speh, 10/e, Cengage Learning, 2012.

References

- Business Marketing - Frank G. Bingham Jr., and Others, 3/e, TMH, 2005.
- Industrial Marketing - P. K. Ghosh, Oxford University Press.
- Industrial Marketing - Krishna Havaladar, 3/e, TMH, 2011

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			1	

C02	2		1	2	
C03	2		1	1	
C04	2		2	1	
C05	2		2		1

3-High correlation, 2-Average correlation, 1-Low correlation

SERVICES MARKETING

Course Code: P19MBA 3M4
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To understand consumer behaviour, customer perception and customer expectation of services.
2. To provide the insight of understanding customer expectation through knowing service operations.
3. To understand the marketing strategies of service mix in various service industries.
4. Understanding of managing supply and demand in services industry
5. Student has to understand the differences between the manufacturing business and service industry.

Course Outcomes: Students will be able to

1. Apply the concept and practices of service marketing.
2. Analyze the challenges for effective service marketing.
3. Apply the tools and techniques used in service marketing.
4. Anticipate service problems and issues common in the modern workplace.
5. Enhance knowledge about emerging issues and trends in the service sector.

Modules 1

12 Hours

Introduction to services: Basic Concepts and reasons for the growth of services sector, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality.

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

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

(Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 1, 2,3, and 4 Pg 3, 36, 57& 82)

Modules 2

12 Hours

Understanding Customers Expectation through Market Research: Using marketing research to understand customer expectation, Types of service research, Building customer relationships-relationship marketing, relationship value of customers, Service Recovery-The impact of Service Failure and Recovery, how customers respond to service failures, customers' Recovery expectations, service recovery strategies, service guarantees

Service Innovation and Design -New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning– positioning on the five dimensions of service quality, Positioning on service evidence.

(Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 5, 6,7 and 8 Pg 121, 154, 190 & 229)

Modules 3

08 Hours

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

Physical evidence and the Services scape: Types of service scapes, Role of service scapes, Frame work to understand service scapes & its effect on behaviour, Guidance for physical evidence strategies

(Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 9 and 10 Pg 265 & 293)

Modules 4

10 Hours

Employee role in service designing: Importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality – productivity trade off. Strategies for closing GAP3

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

Modules 5

10 Hours

Role of Services Marketing Communication – Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation

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

(Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 14 and 15 Pg 435 & 464)

Case Studies in Indian Context only

Practical Component

Ask students to choose a service industry of their choice at the beginning of the semester

- ✓ Ask them to do an in-depth study of the industry and give a presentation
- ✓ at the end of the every Module relating the concepts to the particular
- ✓ industry(GAPS).
- ✓ Students can prepare service blueprints for any service of their choice.
- ✓ Identify any existing services, locate loopholes in the design and suggest modifications.
- ✓ Visit a service industry and analyze the role of customers in service delivery

Text Books

1. Valarie A. Zeithmal & Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Services Marketing- 6/e, TMH, 2013.
2. Christopher Lovelock, Services Marketing- Pearson Education, 7th edition 2011

References

- Rajendra Nargundkar, Services Marketing, TMH, 2nd Edition, 2006.
- Ravi Shankar, Services Marketing, Excel Books, 2008.
- R Srinivasan, Services Marketing, The Indian Context, 3rd Edition, 2012.
- Kenneth E Clow & David L Kurtz, Services Marketing, Biztantra, 2nd Edition, 2007.
- Govind Apte, Services Marketing, Oxford, 2004.
- Swartz & Iacobucci, Handbook of Services Marketing & Management, Sage Publications, 1999.
- Hoffman & Bateson, Services Marketing, Thomson, 4th Edition, 2012.
- Peter Mudie and Angela Pirrie, Services Marketing, Elsevier, 3rd Edition, 2006.
- C Bhattacharjee, Services Marketing, Excel books, 2009.
- S M Jha, Services Marketing, HPH, 7th Edition, 2013.

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2			2	
CO2	2		1	1	
CO3	2		2		
CO4	2		1	1	
CO5	2			2	

3-High correlation, 2-Average correlation, 1-Low correlation

HUMAN RESOURCE MANAGEMENT
ORGANIZATIONAL STRUCTURE, PROCESS AND DESIGN

Course Code: P19MBA 3H1
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. To enable students to understand the nature and scope of organization, structure and approaches to measure organizational effectiveness.
2. To make students understand the fundamentals of organization's workflow, organizational design and matching strategy and structure
3. To make students understand the power politics and conflicts of organization.
4. To make students aware about organizational cultural issues and ways of managing them
5. To help the students on the application oriented case analysis organizational design and effectiveness.

Course Outcomes: the students will be able to

1. Apply the Nature of organizations in today's world.
2. Demonstrate the Design competence in effective decision making.
3. Exhibit key processes in selecting structural configurations among alternatives.
4. Analyse the art of Power, Conflict and Politics.
5. Accomplish the role of organizational decision making and strategic formulations.

Module 1

10 Hours

INTERPRETING ORGANISATIONAL REALITY: Images of organization :organizations as machines, living systems ,Brains , Political systems, cultures , Psychic Prisons .*Understanding Organizations : Madhukar Shukla P1-19*
ORGANIZATIONAL DESIGN: what is organizational design?, determinants of organizational design ,Environment, objective/mission, strategy, technology, people and culture, age, size. *Understanding Organizations :Madhukar Shukla, P20-29*

Module 2

10 Hours

COMPONENTS OF ORGANIZATIONAL DESIGN: Complexity: Horizontal complexity, vertical complexity, spatial complexity, Formalization: organizational and professional formalization, formalization techniques; Centralization: organizational decision-making process ,Centralization and decentralization. *Understanding Organizations :Madhukar Shukla P 30-43*

ORGANIZATION-ENVIRONMENT INTERFACE: what is environment? Environmental impact on organization: Burns and Stalker: the mechanistic and organic organization, Lawrence and Lorsch : differentiation-integration theory, Duncan: A Model for "right" organizational structure , Strategies for managing environment: Domain choice, recruitment, vertical integration, buffering, smoothening, advertising, contracting,

Mergers/acquisitions/strategic alliances, lobbying. *Understanding Organizations :Madhukar Shukla P44-57*

ORGANIZATIONAL STRATEGY AND STRUCTURE: what is strategy? The strategy-structure link,

Strategic choices as adaptation process: a strategic typology of organization: defenders, prospectors, analyzers; strategic failures. *Madhukar Shukla P58-73*

Module 3

10 Hours

TECHNOLOGICAL DETERMINANTS OF ORGANIZATIONAL DESIGN: What is technology? Nature of technological influences: technological complexity-Woodward's study,

Technological interdependence- Thompson's contribution

Technological uncertainty -Perrow's framework

Integration and implications; job design: managerial options for technological change: combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, opening feedback channels. *Madhukar Shukla P74-89*

Module 4

10 Hours

BASIC OF STRUCTURAL CONFIGURATIONS: Strategic Apex , Operating Core , Middle line, Techno structure, Support Staff

Simple Structure; Machine Bureaucracy ;Professional Bureaucracy; Divisionalised Form; Adhocracy. *Madhukar Shukla P90-98*

ORGANISATIONAL POWER, CONFLICT AND POLITICS: Significance of power and politics in Organizations

Structural Determinants of organizational power: Hierarchical position, Non Routine ness, Centrality to workflow , Control over inputs, Uniqueness, Proximity to Power

Power imbalances: Sources of organizational conflicts: Horizontal differentiation , Interdependence among sub units ,Performance and Reward criteria, Incongruent relationships

Managing Organizational Conflicts: A Contingency perspective: Collaboration, Power Play, Bargaining, Structural & Procedural Strategies. *Madhukar Shukla P109-127*

Module 5

12 Hours

ORGANISATIONAL DECISION MAKING AND STRATEGY FORMULATION: What are organizational decisions :Operating Decisions, Strategic Decisions, Administrative Decisions; Influence on organizational decisions.

The normative research approach: The nature of rational decisions, The payoffs of rationality ,Limits of rationality; The entrepreneurial approach: The power of the CEO, How to do top managers think, Uses of intuition , Limitations of Entrepreneurial decisions;

The political approach : Organizational politics and coalitions, The politics of decision making, The nature of political decision making; The consensus building approach : The meaning of consensus, Mechanisms for developing consensus .*Madhukar Shukla P128-150*

Organizations: A Future Perspective: The changing environment : Information and Communication, Technology, Globalization and competition, Customer and quality.

Organizations for the Future : Managing multiple goals, Using Multiple Information – Processing System, Managing Resources.

Organizations as Learning Systems : How do organizations learn ,Processes and practices in Learning Organizations ,Structural Arrangements for Learning Organizations. *Madhukar Shukla P212-235.*

Case Studies in Indian Context only

Practical Components.

- ✓ Conduct a study on organization design at various organizations .

Text Books

1. Understanding Organizations :Madhukar Shukla- PHI – 2009

References

- Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 3/e
- Organization Behaviour – P.G.Aqinas-Excel Books-2008

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		1	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

LEGAL ENVIRONMENT & INDUSTRIAL LEGISLATION

Course Code: P19MBA 3H2

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

1. Identify the principles of IR.
2. Insight the significance of creating awareness in developing industrial peace.
3. Illustrate conceptual basis of Industrial Relations.
4. Understand the components and meaning of sustaining Industrial peace anchored on harmonious Employee Management Relations.
5. Demonstrate the various Industrial Acts.

Course Outcomes: Student should be able to

1. Apply the IR concepts and practices to design programs for better industrial relations and peace.
2. Demonstrate the knowledge related to employee management relations and solve human resource issues.
3. Exhibit critical thinking skills to evaluate different labour laws.
4. Analyse harmonious employee management relations.
5. Accomplish the Global and Ethical consideration.

Module 1

12 Hours

Indian Industrial Relations overview: Need, Scope of legal environment. IR in the post Independence period, Factors that influence IR. Importance, functions and objectives of Industrial Relations, Effects of poor IR, Main approaches to IR: Unitary, Pluralistic, and Radical. Trends in IR (Text Book 2 Arun Monappa Chapter 1Pg 8)

Labor and Indian constitution: Factors that lead to State Intervention in IR, The relationship between state and industries, policies and practices in India(Niti aayog), Legal Enactments, ILO its influence, objectives & functions on Legal Enactments in India. (Text Book 2 Arun Monappa Chapter 14 & 15 Pg 320 & 333)

Module 2

8 Hours

Collective Bargaining in India: Definition, Bargain able issues, Types of Bargaining, features, issues & scope in collective bargaining. Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, pre-requisites for collective bargaining, trends and conclusions.

Negotiation: Features, conditions of Negotiation, Techniques of negotiation. (Text Book 2 Arun Monappa Chapter 6 Pg 106)

Module 3

8 Hours

Trade Unions: Meaning, Trade Union Movement in India, feature & functions of trade unions, objectives of important trade unions, union structure, problems of trade unions, measures to strengthen trade union movement in India, rights and responsibilities of trade

union, future trends of trade union movement in India. (Text Book 2 Arun Monappa Chapter 3 Pg 30)Employee relations in IT sector

Module 4

10 Hours

Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure.

Discipline – Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry.Principles of Hot stove rule.

(Text Book 2 Arun Monappa Chapter 7&8 Pg 147 & 161)

Module 5

14 Hours

INDUSTRIAL ACTS

1. Factories Act' 1948
2. Industrial Employment standing order's Act' 1946
3. Minimum wages Act' 1948
4. Payment of Gratuity Act 1972
5. Employees' State Insurance (ESI) Act, 1948
6. Employees' Provident Fund and Miscellaneous Provisions Act 1952
7. Employees Compensation Act in 2013
8. Maternity Benefit Act, 1961amendments 2016

(Text Book 3 Chapter 16, 21, 22, 18,Pg 279, Pg 363, Pg 399, 312)

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1to Module 5

Practical Component:

- ✓ Identify different sectors of industries like manufacturing, service, hospitality, health, etc and find out how grievances are redressed and disciplinary procedures are practiced.
- ✓ Solve case study of Maruthi Manesar Plant GM (HR) burned to death, 91 workers arrested; Government says business confidence intact. July 19th 2012 incident.
- ✓ Students must prepare a comprehensive report of various collective bargaining and negotiations of industries in around the city/local/state/nation/global
- ✓ Student must have a debate: trade union is a boon or bane/ trade union issues and challenges/ metamorphosis of trade union
- ✓ Students to calculate the bonus amount, gratuity amount, employee compensation eligible to an employee working as a HR Executive for the past 10 years in an automobile manufacturing organization.
- ✓ Students must compare Factories Act with Karnataka, Kerala, Tamil Nadu, Maharashtra etc or any other Sate.

Text Books

1. Mamoria & Mamoria – 'Dynamics of Industrial Relations', Himalaya Publishing house Mumbai, 2005
2. Mammoria & Mammoria, Dynamics of Industrial Relations, Himalaya Publishing House, 13thEdition, 2015.
3. Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002.
4. Arun Monappa, Industrial Relations, TATA McGRAW–HILL, 31stReprint, 2012

References:

- Industrial Relations Trade union & labour legislation.- P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar.
- P SubbaRao – Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House, Mumbai
- Employee Relations Management - P N Singh, Singh P. N., Pearson Publications
- Aggarwal, S.L. : Labour Relations Law in India
- Labor Laws for Managers, BD Singh, Excel Books, 2009, ISBN: 9350621436, 9789350621431

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

TEAM DEVELOPMENT AND LEADERSHIP

Course Code: P19MBA 3H3
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Objectives:

1. Identify the concepts and principles of team building and organisational leadership.
2. Illustrate importance of team performance management.
3. Insight the theoretical aspects and practical applications of leadership styles in an organization.
4. Understand basic concepts of leadership traits.
5. Demonstrate the application-oriented case studies on leadership and teamwork.

Course Outcomes: Students will be able to

1. Apply the concepts and theories with respect to team building and leadership.
2. Demonstrate the acumen in applying the knowledge in organization leadership and concepts.
3. Exhibit the ability to develop team and value-based leadership.
4. Analyse the global and cultural aspects while developing a team.
5. Accomplish the skills for self grooming on leadership traits.

Module 1

10 Hours

Introduction to Team work: Meaning of Team and Group. Nature & importance of Team work. Difference between the Team and the Group. Classification of teams.(Self Managed Team and Virtual team). Advantages and Disadvantages of Team work. Stages of Team Formation and Team Dissolution. Feedback in Teams. Team Performance curves. (Text Book 1 Pg no 2 to 70)

Module 2

10 Hours

Sensitivity Training: T- Groups Definition & Classification. Importance – Objectives- Procedures- Goals- Outcomes of Sensitivity Training. Group Atmosphere – Ways to create positive work Environment. How to Improve Organizational climate. Group Think & Group Cohesiveness. (Text Book 1 Pg no 80 to 97)

Module 3

12 Hours

Roles in Teams :Team – Enhancing Roles — Team Building in the global era,- Team building in Indian context – Role of communication in team building – Neuro – Linguistic Programming for team building. Team Building major issues – Team building interventions in Indian organizations- Emotional Intelligence in Team Work(Text Book No1 Pg no 114 to 376)

Module 4

10 Hours

The Nature of Leadership : Meaning and Definition of leadership- Different Leadership Theories, Nature of Traits & skills, Managerial Traits & Effectiveness, Characteristics of different leaders. How leadership has evolved over a period of time. (Text Book No 2 Chapter 1 To 5 Pg 19 to158)

Module 5

10 Hours

Developing Leadership Skills: Leadership Training Programs, Designing Effective Training and Special Techniques for Training, Cross- Cultural Leadership, Hofstede Dimensions towards culture. The GLOBE Project, Gender & leadership, Managing Diversity, (Text Book No 2 Pg No 355 to 385 to 423 to 471)

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Practical Component:

- ✓ Identify different sectors of industries like manufacturing, service, hospitality, health, etc and find out which team building activities are practiced by the HR department.
- ✓ Organize a departmental event to showcase your own abilities as a leader and a team player.
- ✓ Identify different leadership styles adopted in various sectors.
- ✓ Related cases for each module to be discussed in the classes and presentation can be done for each case by group of students.

Text Books:

1. Dr.B.Ratan Reddy, Team Development & Leadership, Jaico Publishing, 2004
2. Gary Yukl - Leadership in Organizations, Pearson Education, 5/e —2002.
3. Andrew Dubrin, Principles of Leadership, Cengage Learning, 7thEdition, 2015.

References:

- Craig Watson – Dynamics of Leadership – Jaico
- Leadership Through People Skills – TMH
- Team Development Manual by Mike Wood cock, Productivity Press, Chennai
- Jon R Katzenbach& Douglas K Smith, The Wisdom of Teams, Harper Business,2003
- Andrew Dubrin – Leadership – Biztantra/Wiley Dreamtech
- Gary Yukl, Leadership in Organizations, Pearson Education, 8thEdition, 2017.4.
- Richard L Daft, Leadership, Cengage Learning, 6thEdition, 2017.

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: P19MBA 3H4

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

1. Identify the nature of Formulating an HR plan in today's business world,
2. Illustrate Strategizing Recruitment and Retention strategies.
3. Insights about concepts related to Reward and Compensation Strategies.
4. Understand the art of Training and Developing Strategies.
5. Demonstrate significance of Performance Management Strategies in retaining Talent.

Course Outcomes: students will be able to

1. Apply the role of organizations in Formulating an HR plan.
2. Evaluate the Recruitment and Retention strategies for effective Staffing.
3. Showcase the concepts related to Reward and Compensation Strategies.
4. Analyse key processes in Reward, Compensation, Art of Training and Developing Strategies
5. Accomplish the role of Performance Management for organizational Development.

Module 1

10 Hours

Introduction, Definition of SHRM, Need and Importance of SHRM, Views on SHRM, Linking HR strategy with business strategy, Steps in SHRM, Role of HR during Organizational growth, Role of HR during Organizational Turnaround, Role of HR during Retrenchment. *Strategic Human Resource Management – Rajib Lochan Dhar- Excel books 37-62*

Module 2

10 Hours

Recruitment and Retention Strategies ,Introduction, on-line recruitments, Outsourcing Recruitments, Headhunting, Assessment Centre, Work-life Balance Autonomous Work Teams, Retention. *Strategic Human Resource Management – Rajib Lochan Dhar- Excel books P67-104*

Module 3**10 Hours**

Reward and Compensation Strategies- Skill based pay, Broad banding, Variable pay, Establishing a Variable Pay system, Profit sharing, Gain sharing, Employee Stock Option Plans. *Executive Compensation. Rajib Lochan Dhar- Excel books P111-138*

Module 4**12 Hours**

Training and Developing Strategies- Introduction, Cross-cultural Training- ROI On Training and Development In General, Expatriate Training, Cultural Diversity and Work Culture, How HR Is Managed In Different Regions Of The World, Cultural Awareness Training Programmes, Cultural Training, Language Training, Practical Training, Management Development and Strategy. *Richard Regis ,Excel books P 177-197*

Module 5**10 Hours**

Retrenchment Strategies- Meaning of Retrenchment, Understanding what is “Retrenchment” and “Redundancy”, Selection of Employees for Retrenchment , Downsizing, HR Outsourcing, Employee Leasing. *Rajib Lochan Dhar- Excel books P213-236*

Case Studies in Indian Context**Practical Component:**

- ✓ Conduct a case study on how talents are acquired and retained in various industries.

Text Books

1. Strategic Human Resource Management – Rajib Lochan Dhar. Excel books 2008
2. Strategic Human Resource Management and Development – Richard Regis ,Excel books 2008
3. Talent management –Gowri Joshi ,Veena Vohra,Cengage Learning 2018.

References

- Strategic Human Resource Management –K.Prasad, Macmillan India Ltd, 2005

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		1	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

FOURTH SEMESTER
ENTREPRENEURSHIP DEVELOPMENT

Course Code: P19MBA 41
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Learning Objectives:

1. To make students understand the concept of Entrepreneurship development.
2. To create awareness about various types of financing available for an entrepreneur. and to impart the strategies to be followed in managing and growing new venture.
3. To create awareness about role of MSME and various institutions supporting entrepreneurs.
4. To make students understand Role of Both central and state government in promoting Entrepreneurship.
5. To make students understand the concepts of women entrepreneurship.

Course Outcomes: students will be able to

1. Apply the concept of start up entrepreneurship for enhancing business.
2. Exhibit insights into MSME and its impact on Business.
3. Evaluate various financial schemes available to start up.
4. Develop creativity and innovation in managing the entrepreneurial development.
5. Analyze the importance of women entrepreneurs.

Module 1

10 Hours

Introduction to Entrepreneurship: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship (Lall & Sahai: Entrepreneurship(Excel Books 2 edition) (Couger, C- Creativity and Innovation (IPP, 1999) (Kakkar D N - Entrepreneurship Development(Wiley Dreamtech)

Module 2

10 Hours

Setting Up Small Business Enterprises:

Identifying the business Opportunity – Business opportunity in various Sectors – Formalities for setting up a small Business Enterprise – Environment Pollution Related Clearances Tax Benefits to Small Scale Enterprises: Rational Behind tax benefits, Tax Holiday, Rehabilitation Allowance, Investment Allowance, Tax Concessions to Small – Scale Industries in Rural & backward Areas, Government policy for Small Scale Enterprises : Industrial Policy Resolution 1948 to 1990 (IPR), New Small Enterprise Policy 1991, Micro Small & Medium Enterprises Development (MSMED) Act 2006, Govt Support to SSI during plan period. (

208-260 page from Poornima M Charantimath.) (419-428 from Dr S S Khanka, S Chand & Company Ltd)

Module 3

11 Hours

Women & Rural Entrepreneurship: Women Entrepreneurship concepts, Environments, Challenges of Women Entrepreneurship, Strategies for Development of Women Entrepreneurship, Empowerment of Women Entrepreneurship, Grass-root Entrepreneurship through Self Help Groups (SHG) Institution supporting women Entrepreneurship-Recent Trends, Women's organizations supporting Entrepreneurship (Page 99-132 from Poornima M Charantimath). Meaning of Rural Entrepreneurship, Need for Rural Entrepreneurship, Rural Industrialization in Retrospect, Problems of Rural Entrepreneurship, Development of Rural Entrepreneurship, NGOs Role in Rural Entrepreneurship (68-77 Page from Dr S S Khanka, S Chand & Company Ltd) (Entrepreneurial Development By Dr S S Khanka, S Chand & Company Ltd) (Entrepreneurship Development & Small Business Enterprises By Poornima M Charantimath, Pearson.)

Module 4

11 Hours

Role of Government in promoting Entrepreneurship, MSME policy in India, *Agencies for Policy Formulation and Implementation:* District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), *Financial Support System:* Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions. Lall & Sahai: Entrepreneurship (Excel Books 2 edition) (Couger, C- Creativity and Innovation (IPP, 1999) (Kakkar D N Entrepreneurship Development (Wiley Dreamtech)

Module 5

10 Hours

Financial & Institutional Support

Institutional Finance to Entrepreneurs: Need for Institutional Finance – Lease Financing & Hire Purchase – Advantage & disadvantage of Leasing – Concept of hire purchasing – Difference between leasing & hire Purchasing – Procedure of hire – purchasing, Institutional Support : Need of Institutional support ,Institutional support to small entrepreneurs, National Small industries Corporation ltd (NSIC), Small industries Development Organization (SIDO) Small Scale Industries Board (SSIB), State Small Industries Development Corporation Small industries Centers (SISIs) District Industries Centers (DIC) Industrial Estates ,Technical Consultancy organization (TCOs) (379-416 from Dr S S Khanka, S Chand & Company Ltd)

Case Studies in Indian Context only

Practical Components:

- ✓ Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- ✓ Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?

- ✓ Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
- ✓ Study a local for-profit business and try to list out the positive social impacts of the business.
- ✓ Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.
- ✓ Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

Text Books

1. Entrepreneurial Development By Dr S S Khanka, S Chand & Company Ltd
2. Entrepreneurship Development & Small Business Enterprises By Poornima M Charantimath, Pearson.
3. Lall&Sahai: Entrepreneurship (Excel Books 2 edition) Couger, C- Creativity and Innovation (IPP, 1999)
4. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
5. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)

References

- Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
- Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH, Millenium Edition.
- P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning
- S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2		2	1	
CO2	2		2	1	
CO3	2			2	
CO4	2		2	1	
CO5	2			2	

3-High correlation, 2-Average correlation, 1-Low correlation

STRATEGIC MANAGEMENT

Course Code: P19MBA 42
SEE: 50Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Learning Objectives:

1. To provide insights into the core concepts of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights into various strategic management models.
4. Students must understand various strategies adopted in business.
5. Student must equip the various phases of strategic management.

Course Outcomes: Students will be able to

1. Apply the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Exhibit competence in successfully institutionalize a strategy and gain competitive advantage.
3. Demonstrate insight on strategy at different levels of an organization.
4. Formulate strategic drive-in multinational firms and their decisions in different markets.
5. Apply knowledge of strategy implementation and the control measures for effective decision-making.

Module 1

12 Hours

Meaning and nature of strategic management, Its importance and relevance, Characteristics of strategic management, the strategic management process- Relationship between a company's strategy and its business model.

Strategy formulation – Developing Strategic vision and mission for a company –Setting Objectives – Strategic Objectives and Financial Objectives – Balanced score card, Company Goals and Company Philosophy. The hierarchy of strategic intent – Merging the strategic vision objectives and strategy into a strategic Plan. (Chapter 1 & 2 from Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble)

Module 2

12 Hours

Analyzing a company's external environment – The strategically relevant components of a company's external environment – Industry Analysis- Porter's dominant economic features – Competitive environment analysis – Porter's five force model – Industry driving forces – key success factors- concept and implementation. Analyzing a company's resources and competitive position – Analysis of the company's present strategies – SWOT Analysis – Value chain Analysis – Bench marking. (chapter 3, 4 & 5 from Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble)

Module 3**08 Hours**

Generic Competitive Strategies – Low cost, Differentiation, Best cost, focused strategies. Strategic alliances, collaborative partnerships, mergers and acquisition, joint ventures strategies – Outsourcing Strategies- International Business level strategies. (chapter 5 from Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble)

Module 4**09 Hours**

Formulating long term and grand Strategies – Tailoring Strategy to fit specific Industry and company situation – long term objectives for grand Strategies- innovation, integration and diversification – conglomerate diversification, retrenchment, restructuring and turnaround – GE nine cell planning grid and BCG Matrix . (Part 3 of W.L. Hill, Gareth R. Jones & chapter 6 & 9 from Thomson Jr., A. J. Strickland III, John E.)

Module 5**11 Hours**

Strategy Implementation – Operationalizing strategy, annual objectives, developing functional strategies, developing and communicating concise policies. Institutionalizing the strategy, structure, leadership and culture. Ethical Process and corporate social responsibility. (chapter 10, 11, 12 & 13 from Thomson Jr., A. J. Strickland III, John E.)

Case Studies in Indian Context only**Practical Components:**

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

Text Books

1. Crafting and executing strategy by Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble-Tata McGraw Hill, 14/e, 2016
2. Strategic Management – An Integrated Approach by Charles W.L. Hill, Gareth R. Jones – BIZTANTRA, 6/e, 2014/15

References

- Strategy and the Business Landscape – Pankaj Ghemawat.
- Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson, : South Western, Thomson Learning.
- Strategic Management – Hitt & Manikutti, Cengage learning, 2018.
- Strategic Management – Fred R David, PHI Learning Private Ltd, New Delhi.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2			2	1
CO2	2			2	
CO3	2		2		1
CO4	2		2		1
CO54	2		1	2	

3-High correlation, 2-Average correlation, 1-Low correlation

PROJECT EVALUATION

Course Code: P19MBA 43
SEE: 100 Marks

Credit Pattern: 8
No. of Hours per Week: 4

Course Objectives:

1. To make students understand the application of theories/concepts in real business world.
2. To make students understanding the importance of literature review.
3. To help student get the insight of various sources of collecting data.
4. To illustrate various techniques of data analysis.
5. To enable students to draw meaningful conclusion and prepare a report.

Course Outcomes: Students will be able to

1. Exhibit knowledge in identifying literature in their specialization.
2. Analyze the literature relevant to the topic.
3. Exhibit competence in collecting data.
4. Applying appropriate techniques for data analysis.
5. Construct meaningful conclusion and present it.

Identification of projects and allocation methodology to faculty members

Students carry out major projects in Fourth semester. Project work is carried out in organization/industry. Faculties guide the students in all phases of these projects like identifying the problem statement, literature survey and implementation. Project Evaluation Dissertation includes nine phases Evaluation committee formulated for each stream. Faculty encourages students to publish their work and help them in writing project reports.

The best practices that are followed in the Department of MBA for getting quality projects are listed below:

Faculty members are appointed as project guides to monitor and schedule the dates for smooth conduction of project evaluation such as project demonstration and draft copy and final submission of the project report.

Orientation on broad technology areas are given to the students so that they can identify and select the problem for their projects. The major areas are Human Resource, Marketing and Finance.

Students are motivated to do Innovative, research oriented projects which are of significance to the society, environment and security.

Students will do the projects in the industry. Students should submit the permission/acceptance letter to the department given by the concerned industry/Organizations.

Students submit the Internship offer letter to their respective project guides Faculty members are allotted as project guides according to the faculty specialization and area/theme of the project.

Students maintain a file and record all the communication between them and the guide throughout the semester.

Project dissertation evaluated in nine phases and Project Viva Voce evaluated in five phases Project Guide monitors the progress of the project and also incorporation of changes suggested by the committee.

The internal guide is always in communication with the external guide in the company.

The draft reports are corrected and evaluated by the guide before final submission.

Project Evaluation Committee is formed for each domain After Final Submission of Dissertation, Project report is evaluated by the project Guide as well as faculty from the other college for 100 marks and Project viva-voce will be carried out simultaneously by the internal guide and faculty from the other college for 50 marks. All the project reports are maintained in the department library and provided to students for reference.

Rubrics for evaluation of the project

Sl No	Particulars	Max Marks	Marks Awarded
1	Relevance of the subject in the present context	10	
2	Originality	10	
3	Literature Survey	10	
4	Problem Formulation	10	
5	Experimental Observation/Theoretical Modeling	10	
6	Results-Presentation and Discussion	20	
7	Conclusion and Scope for the future work	10	
8	Overall Presentation of the Thesis	10	
9	Outcome of dissertation resulting in a article	10	
	Total Marks	100	

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3			1	

CO2	3		1	1	
CO3		2	1		1
CO4	1		1		1
CO5	2		1		

PORJECT VIVA VOCE

Course Code: P19MBA 44
SEE: 50 Marks

Credit Pattern: 4
No. of Hours per Week: 0

Course Objectives:

1. Exhibit competence in identifying relevant information, defining and explaining topics under discussion.
2. To understand the importance of presenting the background of the topic based on literature review.
3. To understand the importance of the research design.
4. To illustrate various techniques of data analysis.
5. To enable students to draw meaningful conclusion.

Course Outcomes: Students will be able to

1. Exhibit skills in presenting information in a well-structured and logical sequence.
2. Showcase the background of the study and justify the problem statement.
3. Illustrate how the objective of the study is achieved.
4. Competence in presenting the results and conclusion so drawn.
5. Defend the outcome of the study with proper justification.

Process to assess individual performance.

Students are expected to present their project work to the panel in the viva voce.

Respective student's project is assessed to their skill set to deliver the seminar, explain the concept and way to assess the performance. The performance of the individual team member of the project is assessed at the time of presentation in reviews by considering the following criterions: Presentation of background of work undertaken, Presentation of suitability of work chosen, Presentation of finalization of work, Presentation of results, discussion of results and conclusion, Overall performance.

Rubrics for Viva Voce

Sl No	Particulars	Max Marks	Marks Awarded
1	Presentation of background of work undertaken	10	
2	Presentation of Suitability of work chosen	10	
3	Presentation of finalization of work	20	
4	Presentation of results, discussion of results and conclusion	40	

5	Overall Performance	20	
	Total	100	

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2			1	
CO2	2		1	1	
CO3	2	1	1		
CO4	2			1	
CO5	2		1	2	

FINANCIAL MANAGEMENT
PORTFOLIO MANAGEMENT

Course Code: P19MBA 4F1
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Learning Objectives:

1. To inculcate the knowledge about basic concepts of Portfolio management.
2. To make students understand the various Portfolio Theories
3. To make the students learn the process of Portfolio Construction. Also to make them aware of Portfolio Revision Strategies.
4. To make the students learn to evaluate the Performance of Portfolio
5. To inculcate the knowledge on Mutual Funds & it's functioning. Also to understand the concept of Behavioural Finance.

Course Outcomes: student will be able to

1. Analyze the financial market and understand the various investment options available.
2. Evaluate the intrinsic value of Bonds.
3. Estimate the intrinsic value of Shares.
4. Demonstrate the basic understanding for fundamental and technical analysis of stock to buy/sell the stock.
5. Apply the insight of EMH for better portfolio management and have an effective risk-return trade off for maximizing the return.

Module 1

10 Hours

PORTFOLIO MANAGEMENT: Introduction to Portfolio Management, Portfolio & securities return, Portfolio risk, portfolio investment process- introduction, basic principles, objectives of portfolio management. (Page no. 643-677 from V K Bhalla)

Module 2

12 Hours

PORTFOLIO THEORIES: Markowitz diversification model, determination of corner portfolio (Page no. 717-753 from book V K Bhalla) Sharp's single index model (Page no. 266-300 from book Bodie & Mohanty) Asset pricing theories – CAPM and Arbitrage pricing theories (page no. 800-898 from book V K Bhalla)

Module 3

10 Hours

PORTFOLIO CONSTRUCTION AND REVISION: Sharpe's optimal portfolio construction (Page no. 754-799 from book V K Bhalla), Formulating the portfolio strategy-active, passive strategies (Page no. 601-607 from book Prasanna Chandra) Formula plans. (Page no. 930-936 from book V K Bhalla).

Module 4**10 Hours**

MEASURING AND EVALUATING PORTFOLIO PERFORMANCE: Measures of return, Sharp's measures, Treynor measure, Jensen's differential return approach, Fama portfolio decomposition. (Page no 921-959 from book V K Bhalla).

Module 5**10 Hours**

MUTUAL FUNDS & BEHAVIOURAL FINANCE: Mutual Funds- Concepts & role, fund structure & constituents - offer document - measuring & evaluating mutual fund performance. Recommending the model portfolio & selecting the right funds. (Page no 547-572 from book Prasanna Chandra). **Behavioural Finance-** Heuristic-driven biases, Frame dependence, emotional & social influences, market inefficiency, critique of behavioural finance, strategies for overcoming psychological biases. (Page no 294-310 from book Prasanna Chandra). **International Portfolio Investments:** Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

Case Studies in Indian Context only**Practical Components-**

- ✓ Select any 10 stocks and find whether there are any possibilities of constructing a portfolio according to Markowitz.
- ✓ Construct a portfolio from SENSEX.
- ✓ Choose any 5 mutual funds and evaluate their performance.

Text Books-

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 2005, 3/e
2. Investments – Zvi Bodie, & Mohanty – TMH – 6th Edition, 2005
3. Investment Management – VK Bhalla (S.Chand & Co)

References-

- Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
- Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2005

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1		2
CO2	2	3	1		
CO3	2	3	1		1
CO4	2	3	1		
CO5	3	1			1

3-High correlation, 2-Average correlation, 1-Low correlation

FINANCIAL DERIVATIVES

Course Code: P19MBA 4F2
SEE: 50 Marks
Exam Duration: 03 Hours

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3
No. of Hours per Week: 4
Total Numbers of Hours: 52

Course Learning Objective

1. To understand various concepts and terminologies used in various financial derivatives.
2. To explain various financial derivatives such as forwards, futures, options, financial swaps, commodity derivatives etc.
3. To understand how to evaluate and value the financial derivatives
4. To understand the functioning of commodity market.
5. To apply various financial derivatives in hedging risk and analyse it.

Course Outcome: Students will be able to

1. Apply the concept of hedging using derivative instruments.
2. Estimate the value of the derivative instruments using empirical examples.
3. The students will suggest and make better decisions for their company in risk management using derivative instruments.
4. Formulating option strategies as hedging tool.
5. Apply the concept of derivatives in commodity market.

Module 1

8 Hours

An Overview of Financial Derivatives- Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives- Factors causing growth of derivatives- functions of derivatives market- Derivative market players (Hedgers, speculators and arbitragers)- Derivatives market in India. (Theory). (vohra and bagri- chapter 1)

Module 2

12 Hours

Futures and Forwards:

Meaning, features and types of futures/forwards- Futures vs Forwards-Mechanics of buying and selling futures/forwards- Hedging through futures/forwards-Marking-to-market process- contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems). (vohra and bagri- chapter 2 and 3)

Module 3

12 Hours

Option Contract: Meaning, features and types of option contracts- Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options- Option pricing-factors affecting option pricing- Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options- Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems). (chapter 5 and 6 from vohra and bagri)

Module 4**12 Hours**

Financial Swaps: Meaning, features and advantages of financial swaps- Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps– Triangular swap (Numerical problems only on interest rate swap including triangular swap)- valuation of interest rate swaps- Only theory. (chapter 4,6 – John c Hull)

Module 5**8 Hours**

Commodity Derivative Market: Meaning of commodity derivatives- Commodity derivative exchanges (with commodities traded) in India- Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory). (Chapter 33 from John C Hull)

Related case studies to be discussed.

Text Books-

1. Options Futures & Other Derivatives- John C.Hull - (Pearson Education), 6/e, 2009
2. *Options & Futures- Vohra & Bagri - (TMH), 2/e, 2009*

References-

- Derivatives & Financial Innovations – Bansal, TMH.
- Credit Risk Management – Anderw Fight , 1/e, Elsevier.
- Financial Derivatives –Kumar S. S. S, PHI, 2007.
- Risk Management – Koteswar, HPH.
- Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt Ltd. 2011.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		2		
CO2	1	3	1		
CO3	1	3	1		
CO4	3	2			
CO5	2		1	1	

3-High correlation, 2-Average correlation, 1-Low correlation

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: P19MBA 4F3

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Learning Objectives: The objective of this course is to:

1. To provide an understanding on the international financial environment and exchange rate regimes.
2. To provide a conceptual framework of MNC's exposure to risk and understanding various theories associated with it.
3. To provide an understanding of mechanisms involved in determination of foreign exchange rates, impact of international parity relationships on exchange rates.
4. To provide an understanding of designing and valuation of interest rate and currency swaps.

Course Outcomes: Students will be able to

1. Demonstrate a better understanding of evolution of international business and various agencies that facilitate international trade.
2. Evaluate BOP and its impact on the economy.
3. Demonstrate a better understanding of foreign exchange markets its structure, instruments and participants.
4. Exhibit competence in analyzing the factors to be considered for forecast exchange rates and measure the exposure of exchange rate.
5. Analyze the importance of currency swaps.

Module1

10 Hours

International financial Environment- The evolution financial systems. The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate. Country risk analysis. (IFM Jeff Madhura part 1 ch 1)

Module2

10Hours

International flow of funds:-Problems on preparation of statement of Balance of payments (determination of current account, capital account & ORA)-International Trade flows- International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits. (IFM Jeff Madura Part 1 cha 2)

Module3**11 Hours**

International Financial Markets:- Foreign exchange markets-Structure of foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-determination of forward market-Cross Rates-arbitrage profit in foreign exchange markets using cross rates.(IFM Jeff Madura Part 1 ch 3)

Module4**11 Hours**

Forecasting foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Theories of exchange rates: interest rate parity, purchasing power parity & international fisher effects Problems covered interest rate arbitrage. **Foreign Exchange exposure:-** Types of Exposure - Management of Exposure- Transaction exposure-Translation exposure & Economic exposure- Problems to be solved on Transaction & Translation. Application of AS III for determining foreign exchange laws. (IFM Jeff Madura part 2 ch 8 & part 3 ch 10,)

Module5**11 Hours**

Foreign exchange risk Management: Internal & external hedging techniques, Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps-hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country. (IFM Jeff Madura Part 3 ch 11)

Related case studies to be discussed.

Text Books

1. Madhu Vij- Multinational Financial Management – Excel
2. Jeff Madura International Finance Management ---(Thomson), 7/e, 2004

References

- ✓ International Finance – Thomas O’Brien, Oxford University Press,2010.
- ✓ International Finance Management - Eun & Resnick – --(Tata McGraw Hill), 4/e, 2008
- ✓ International Finance Management- P.G. Apte- (Tata McGraw Hill), 5/e, 2009
- ✓ International Finance – Maurice Levi, 5/e, Routledge, 2009.

CO-OP MAPPING

	PO1	PO2	PO3	PO4	PO5
CO1	3			2	
CO2	2	2	1		
CO3	2		1	2	
CO4	2	2	1		
CO5	2	2		1	

3-High correlation, 2-Average correlation, 1-Low correlation

TAX MANAGEMENT

Course Code: P19MBA 4F4

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Mark

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Note: For the purpose of question paper the previous year as per I.T. Act will be the same as the academic year of the batch. Ex: For forth semester commencing in February 2019, the previous year is 2018-19

Course Learning Objectives:

1. To make students understand the overview of Income Tax Law in India
2. To make students understand the basic concepts of income tax such as residential status, tax incidence
3. To make students understand the income tax provisions involved in determination of income from salary, business and profession, capital gain and other sources
4. To help students understand the determination of tax liability of partnership firms and companies
5. To make students understand the provisions and basic concepts of GST in India.

Course Outcomes: The student will be able to

1. Exhibit an understanding of the Income Tax Law in India, identify the nature of Incomes and their tax incidence. They will also understand how to determine the income from salary and house property.
2. Demonstrate a better understanding of capital gain provisions and income from capital gain.
3. Demonstrate the determination of tax liability of business and professions as well as Partnership firm.
4. Demonstrate a better understanding of how to compute the tax liability of Joint stock companies as per the rule of Indian tax rule.
5. Exhibit a clear understanding of various provisions of GST system in India.

Module 1

10Hours

Basic concepts: Assessment year, Previous year, Person, Assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India, Incidence of tax, Tax Planning, Tax Evasion, Tax Management. [Pg. no. 1-37, Income Tax by Dr. H.C. Mehrotra& Dr. S.P. Goyal]

Income from salary -Basic problems on allowances, perquisites and retirement benefits. [Pg. no. 74-134, Income Tax by Dr. H.C. Mehrotra& Dr. S.P. Goyal], **Income from House Property** –Basic problems on House Property.[Pg. no. 155-196, Income Tax by Dr. H.C. Mehrotra& Dr. S.P. Goyal] and **Income from other sources** (only theory) [Pg. no. 357-389, Income Tax by Dr. H.C. Mehrotra& Dr. S.P. Goyal]

Module 2**11 Hours**

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, slump sale, Exemptions U/s 54. Pg. no. 303-356, Income Tax by Dr. H.C. Mehrotra & Dr. S.P. Goyal]

Module 3**11 Hours**

Income under the head Profit and Gains of Business or Professions- Allowances, disallowances, business receipts and non-business incomes (section 28 to 44). Setoff and carry forward of losses (theory and problems) Deductions under section 80C to 80U (applicable for all forms of assessee)[Pg. no. 197-273, 402-428, Income Tax by Dr. H.C. Mehrotra & Dr. S.P. Goyal]

Module 4**12 Hours**

Computation of taxable income of a Company-Computation of taxable income of a company with special reference to MAT and problems on tax credit. [Pg. no. 629-678, Income Tax by Dr. H.C. Mehrotra & Dr. S.P. Goyal]

Module 5**08 Hours**

Indirect Tax-Goods and Service Tax- Introduction to GST, application of GST, Composition levy scheme, Input tax credit, Compulsory registration, rules for availing transitional credit.

Case Studies in Indian Context only**Practical Components:**

- ✓ Calculation of Taxable income and tax liability using Excel.
- ✓ Encouraging the students to register as tax return preparers.
- ✓ Students can be exposed to filing of tax returns of Individual assesses.

Text Books

1. Income Tax – Dr. H.C. Mehrotra & Dr. S.P. Goyal – SahityaBhawan Publications, 59th edition, 2018-19
2. Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns.

References:

- TN Manoharan- Students Guide to Income Tax – Snow White
- Direct Tax – Lal & Vashisht – Pearson.
- GST & Customs Law (University Edition), K.M Bansal, Taxmanns

CO-OP MAPPING

	PO1	PO2	PO3	PO4	PO5
CO1	2	2		1	
CO2	2	2		1	
CO3	2	2		1	
CO4	3			1	
CO5	2	2		1	

3-High correlation, 2-Average correlation, 1-Low correlation

MARKETING MANAGEMENT
RETAIL MANAGEMENT

Course Code: P19MBA 4M1 CIE : 50 Marks Credit Pattern: L:T:P:H = 4:0:0 = 3
SEE: 50 Marks No. of Hours per Week: 4
Exam Duration: 03 Hours Total Numbers of Hours: 52

Course Learning Objectives: The objective of the course is:

1. To make students aware of personal selling and quota management
2. To make students aware of retail store management concepts
3. To develop student skills in planning for Location and layout of the store
4. To make students aware of the merchandise management concepts

Course Outcomes: Students will be able to

1. Apply systematic approach to personal selling and sales targets.
2. Exhibit knowledge about the basics of retail store management
3. Demonstrate a systematic approach in choosing location and layout of the store.
4. Analyze the concepts related to merchandise management.
5. Exhibit skills in store management and visual merchandising practices for effective retailing

Module1

12 Hours

Retail Management: Introduction, meaning(Pg no:2, Text book 1), Characteristics(Pg no:11 Text book 1), Retail industry in India(Page 9 Retail Management By Chethan Bajaj), role of retailing(Pg no:15, Text book 1) Trends in Retail formats (Pg no:24, Text book 1), Retail Strategy (Pg no:30, Text book 1) The Changing face of Retailing (Pg no:34, Text book 1) Retailing in India: Emergence of Organized retailing (Pg no: 120, Text book 1), Traditional retail formats(Pg no:123 to 131, Text book 1), Retailing in rural India, Retail outlets within villages, Periodic markets, Retail strategy with respect to specific product categories- Food, Restaurants, Health and beauty product, Home furniture and household goods, Clothing and foot wear, Durable goods, Petro retailing in India, Retail Banking, Leisure Industry, Challenges in Retail Business in India (Pg no:135 to 191, Text book 1)

Module2

10 Hours

Retail Market segmentation: Introduction to Market segmentation, The Benefits of Market segmentation, Criteria for effective segmentation, Dimensions of segmentation- Geographic/Demographic/psychographic/Behavioral segmentation, customer profiles, Survey of buyers intentions.(Pg no:257-289, Text book 1)
Retail Location strategy: Importance of Location decision, Levels of Location decision and its determining factors, Types of retail location, Types of consumer goods and location decision, Site selection analysis. (Pg no: 296 to 325, Text book 1)
Selection of a Particular Shopping Centre or Market Area. (Pg no: 326 to 329, Text book 1)

Module3

10 Hours

Product and Merchandise Management: Role of Product management in Retail business, The Product selection process, Brand management and retailing, Significance of own branding, Merchandising management, Merchandise budget, Product life cycle. (Pg no: 345 to 360, Text book 1), Consumer characteristics that influence the merchandise plan, Influence of competitive factors on merchandise plan, Dimensions of merchandise line, Model stock plan, Constraining factors, Budgetary/selling space/Turnover/Market environments constraint, Types of suppliers, Criteria selection of suppliers, Category management, Merchandising management planning in various retail segments, Financial objectives of Merchandising (Pg no:366, 368, 369, 372 to 389, Text book 1) Store layout, Visual Merchandising, Store space management (Pg no: 418, 423, 435, Text book 1)

Module 4

10 Hours

Retail Pricing: External influences on retail pricing strategy (Pg no: 456, Text book 1), Retail pricing strategies, (Pg no: 479-492, Text book 1)

Retail promotion strategies: Communication methods (Pg no:515, Text book 1), Objectives of sales promotion, Supplier-originated sales promotions, Point of purchase, Advantages of sales promotions, Steps in designing retail sales promotions (Pg no:544 to 555, Text book 1)

Objectives of Personal selling, Types of personal selling, Publicity, Types of publicity (Pg no: 557 to 565, Text book 1)

Module 5

10 Hours

Relationship Marketing in retailing:

Evolution of Relationship Marketing, Relationship marketing Strategies, Personalization, Special treatment benefit, Communication benefits, rewards, Relationship marketing in the organized vs Unorganized retail sector, Customer service in retailing, Customer service managing gaps between expectations and performance, Loyalty programs, Classification of loyalty programmes, (Pg no:575 to 616, Text book 1)

Case Studies in Indian Context only

Practical Component:

- ✓ Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- ✓ Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d)Service–personal or impersonal? Etc
- ✓ Go to at least three Kiran a stores in your neighbourhood (around2kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer

defaults in payment? Does he make up for it by increasing his prices to other customers?

- ✓ Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, penset from the road side vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?

Text Books

Retail Management By ChethanBajaj, RajnishTuli, Nidhi Srivastava, Oxford Publications

References

Swapna Pradhan, 2/e, 2007 & 2009, TMH

Retail Management by Micheal Levy, Barton A Weitz, Ajay Pandit

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1		1
CO2	2		1	2	1
CO3	2		1		1
CO4	2		2		
CO5	2		1	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

STRATEGIC BRAND MANAGEMENT

Course Code: P19MBA 4M2 CIE : 50 Marks Credit Pattern: L:T:P = 4:0:0 = 3
SEE: 50 Marks No. of Hours per Week: 4
Exam Duration: 03 Hours Total Numbers of Hours: 52

Course Learning Objectives: The objective of the course is to make the student to familiar with the Branding concepts. In detail:

1. To make students aware of steps in brand building
2. To make students aware of brand positioning techniques
3. To develop student skills in measuring and interpreting brand performance
4. To make students aware of designing and implementation of brand strategies
5. To discuss case studies, to show the application of various concepts.

Course Outcomes: The student will be able to

1. Apply the steps in brand building.
2. Evaluate the techniques for brand positioning.
3. Exhibit competence in measuring and interpreting brand performance
4. Develop and implement brand strategies.
5. Analyze and suggest solutions for brand problems.

Module1

10 Hours

Introduction to the concept of Brand Management: Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process .Strong Indian Brands (Case study) (Page No: 1 to 43)

Module2

10 Hours

Customer Based Brand Equity: Customer Based Brand Equity-Meaning, Model of CBBE, Brand Equity as a “Bridge” Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker’s Brand Equity Model. Customer Relationship Management (CRM)

Brand Positioning: Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding, Brand Audits (Page No: 47 to 132)

Module3

10 Hours

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, and Packaging. (Page No: 139-174)

Leveraging secondary brand associations to build brand equity: Conceptualizing the leverage process-Company-Country of Origin-Channels of Distribution-Co-Branding-Licensing-Celebrity Endorsement-Sporting, cultural or other events-Third-party sources (Page No: 279 to 307)

Module4

12 Hours

Measuring & Interpreting brand performance: Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems.

Measuring Brand Equity: Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, Marketing based comparisons- Conjoint Analysis, Holistic methods. (Page No: 315 TO 427)

Designing and implementing Brand Strategies: Brand Architecture-Brand-Product matrix, Brand Hierarchy- Kapferer's Branding Systems, Building Brand Equity at different hierarchical levels, Brand Personality-Meaning & Definition, Types of Brand personalities, Elements of Brand personality, Brand Image-Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity

Module5

10 Hours

New Products and Brand Extension: Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Consumer's Evaluation of Brand Extensions & Opportunities Managing Brands over Time – Reinforcing Brands-Revitalizing Brands (Page No: 432 TO 522)

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organisation for a global brand, pathways to globalization. (Page No: 588 TO 624)

Case Studies in Indian Context only

Practical Components:

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

Text Books

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 3rd Ed Phi / Pearson Education – Kevin Lane Keller, M.G. Parameswaran, Isaac Jacob

References

- Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
- Brand Imitations – Dr S SKaptan, Dr S Pandey – HPH, 1/e, 2004

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1		
CO2	2		2	1	
CO3	2		2		1
CO4	3		2		
CO5	2		1		2

3-High correlation, 2-Average correlation, 1-Low correlation

INTEGRATED MARKETING COMMUNICATIONS

Course Code: P19MBA 4M3 CIE : 50 Marks Credit Pattern: L:T:P = 4:0:0 = 3
SEE: 50 Marks No. of Hours per Week: 3+1=4
Exam Duration: 03 Hours Total Numbers of Hours: 52

Course Learning Objectives: The objective of the course is to make the student to familiar with the advertising and communication concepts.

In detail

1. To make student aware of the role of Sales promotional elements and IMC tools.
2. To develop students skills in setting objectives and budgeting IMC.
3. To make student aware of the IMC program development process
4. To develop student skills in monitoring and evaluating IMC program
5. To discuss and illustrate the case studies and show how the concepts can be applied

Course Outcomes: The student will be able to

1. Analyze the role of IMC in marketing.
2. Formulate appropriate objectives and budgeting techniques.
3. Analyze the IMC program process and development.
4. Analyze the need for and importance of direct marketing and event management.
5. Apply IMC concepts to a given business communication case.

Module 1

09 Hours

Role of IMC in marketing process: IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. (Pg no:35-50, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007) Advertising: Purpose, Role, Other Categories of Advertising (Pg no: 7, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007),

Functions (Pgno:12, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007); Types (Pgno:13, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007); Advertising Vs Marketing mix (Pgno:19, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007), Advertising appeal in various stages of PLC(Pgno:24, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Module 2

09 Hours

Advertising Agency :Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.(Pgno:53-63, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007); Advertising objectives and Budgeting:Goal setting – DAGMAR approach, Various budgeting methods used.(Pgno:139-153, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Module 3

11 Hours

Media planning: Developing Media plan, Problems encountered (Pgno:183-194, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007), Media Evaluation - Print, Broadcast media(Pgno:209-220), Support media in advertising(Pgno:200-206, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007). Media strategy: Creativity, Elements of creative strategies and its implementation(Pgno:156-170, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007), Importance of Headline and body copy(Pgno:174-179,Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007). Direct Marketing:Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.(Pgno:229-240, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Module 4

11 Hours

Sales Promotion: Meaning, Importance, Major Promotion Tools, Conventional/unconventional, drawbacks, push pull strategies Co-operative advertising, Integration with advertising and publicity (Pgno:243-251, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007),

Public relation/ Publicity: - Meaning, Objectives, tools of public relations, Publicrelation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.(Pgno:271-291, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Monitoring, Evaluation and control:Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.(Pgno:321-335, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Event Management:Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events (Pgno:255-268, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007).

Module 5

11 Hours

International Advertising: Global environment in advertising, Decision areas in international advertising (Pgno:375-384, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising .(Pgno:305-316, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.(Pgno:357-370, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

Case Studies in Indian Context only

Text Books

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 6/e, 2003
2. Advertising ‘An IMC Perspective’ - S.N.Murthy/U.Bhojanna - Excel Books, 2007

References:

- Advertising & Integrated Brand Promotion, O’Guinn, Allen, Semenik, 4/e, Thomson, 2007
- Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1	1	
CO2	2		1	1	
CO3	2			2	
CO4	3		1		
CO5	2			1	

3-High correlation, 2-Average correlation, 1-Low correlation

INTERNATIONAL MARKETING MANAGEMENT

Course Code: P19MBA 4M4 CIE : 50 Marks Credit Pattern: L:T:P = 4:0:0 = 3
SEE: 50 Marks No. of Hours per Week: 4
Exam Duration: 03 Hours Total Numbers of Hours: 52

Course Learning Objectives:

1. Provide students aware about international marketing strategies.
2. To understand the knowledge and inputs about international marketing.
3. Understanding the concepts of international planning and dimensions of marketing mix.
4. To help students on application of theoretical concepts to case studies from MNCs.

Course Outcomes: Students will be able to

1. Apply the concepts of product or service positioning in different cultural markets.
2. Exhibit conceptual knowledge of Pricing decisions and product or services in international marketing.
3. Analysing the global marketing channels, distribution, and logistics management.
4. Accomplishing to anticipate problems and take proactive steps in international marketing.
5. Evaluating the students in global vision through market research.

Modules 1

12 Hours

Framework of international marketing: Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies

Cultural Dynamics in Assessing Global markets: Definition and origin of culture, Elements of culture, Cultural knowledge, Cultural change, Consequences of innovation.

(International Marketing - Cateora, Gilly& Graham, Chapter 1& 4 Pg 2 & 94)

Modules 2

10 Hours

Developing a global vision through marketing research: Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

Global marketing management – planning and organization:

Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition Products for consumers in global markets – product development – product adaptation – product standardization – marketing of services – green marketing and

product development. (International Marketing - Cateora, Gilly& Graham, Chapter 8, &12 Pg 218 & 330)

Modules 3

10 Hours

Products and services for consumers: Quality – products and culture – analyzing product components for adaptation– marketing consumer services globally – brands in international markets Products and services for businesses Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context. (International Marketing - Cateora, Gilly& Graham, Chapter 13 & 14 Pg 358 &

Modules 4

10 Hours

Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation– INCO terms – preparation of quotations.

International distribution

International marketing channels – distribution patterns – alternative middlemen choices – factors affecting choice of channels – surface vs. air transportation – advantages and disadvantages – marine transportation – warehousing, Market entry strategies

International Retailing: (Refer to “International Marketing” – Dana Nicoleta – Biztantra – chapter 12) International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

(International Marketing - Cateora, Gilly& Graham, Chapter 15 & 18 Pg 418 & 520)

Modules 5

10 Hours

Personal selling and sales management Designing the sales force, Recruiting marketing and sales personnel, Selecting sales and marketing personnel, Training for international marketing, motivating sales personnel, designing compensation systems, Evaluating and controlling sales representatives, preparing U.S personnel for foreign assignments, developing cultural awareness, foreign-language skills(Text Book 1Cateora Chapter 17 Pg 589)

Promotion Decisions Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing. (International Marketing - Cateora, Gilly& Graham, Chapter 16 &17 Pg 452 & 494)

Case Studies in Indian Context only

Practical Components:

- ✓ Students can take the example of one product, collect all the information keeping in view international marketing management perspective.
- ✓ Students can discuss or find a new agricultural product – how it can be marketed worldwide.

Text Books

1. Cateora, Gilly & Graham, International Marketing, 15/e, TMH, 2014.
Warren Keegan, Global Marketing Management, Pearson / PHI, 7th Edition.

References:

- Rakesh Mohan Joshi, International Marketing, Oxford, 2004.
- Varshney, Bhattacharya, S Chand & Co. International Marketing ,
- Dana, Nicoleta, Lascu, International Marketing, Biztantra, 2003.
- R Srinivasan, International Marketing, PHI, 3rd Edition.
- Philip R Cateora, Graham and Salwan, International Marketing, New Delhi, McGrawHill Education, 2013.
- SakOnkvisit, Johnshaw, International Marketing: Analysis And Strategy, Pearson Education/PHI, 3rd Edition, 2013.
- Varshney, and Bhattacharya, International Marketing, S Chand & Co.
- Francis Cherunillam, International Marketing, HPH, 7th Edition, 2004.
- Michael Czinkota, & others International Marketing, Thomson, 7th Edition, 2004.
- J P Jeannet, and A D Hennessey, Global Marketing Strategies, Biztantra, 6th Edition, 2005.
- Pierre David, International Logistics, Biztantra, 2004/05.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2		1	2	
CO2	2		1	1	
CO3	2			2	
CO4	2		2		
CO5	1		2	1	

3-High correlation, 2-Average correlation, 1-Low correlation

HUMAN RESOURCE MANAGEMENT
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: P19MBA 4H1 **CIE : 50 Marks** **Credit Pattern: L:T:P = 4:0:0 = 3**
SEE: 50 Marks **No. of Hours per Week: 4**
Exam Duration: 03 Hours **Total Numbers of Hours: 52**

Course Learning Objectives:

1. Identify contemporary issues and global imperatives in multinational organization.
2. Illustrate HR Concepts, Policies and Practices in multinational company.
3. Insight variety of strategic approaches in Multinational Organization.
4. Understand the HR Functions to the deployment of expatriate employees.
5. Demonstrate International Industrial relations strategies adopted by multinational Organization.

Course Outcomes: Students will be able to

1. Apply the concepts and knowledge in deployment, expatriate on international assignment.
2. Demonstrate the impact of contemporary issues on HR concepts, policies, and practices.
3. Exhibit economic, legal, and ethical effects of different HR strategies.
4. Analyse leadership qualities to adopt international industrial relation strategies.
5. Accomplish the collaborative team culture to achieve organizational success across the globe.

Module 1

10Hours

INDUCTION AND OVERVIEW: Meaning, Definition, objectives, the drivers of internationalization of business, Variables that moderate difference between domestic and international HRM; Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. Qualities of global manager, Challenges in IHRM, (Text Book 1 Peter & Dencie Chapter 1 Pg 4)

Module 2

10Hours

EXPANDING ROLE OF IHRM: Expanding role of IHRM in international firms, **International HRM Approaches:** Ethnocentric approach, Polycentric approach, Regiocentric approach, Geocentric approach & its advantages & disadvantages, factors affecting the approach to IHRM. Stages of internationalization, Mode of Operation Linking HR to international expansion strategies. (Text Book 1 Peter & Dencie Chapter 1 Pg 4)

Module 3

12Hours

INTERNATIONAL RECRUITMENT AND SELECTION: Recruitment function; head-hunters, cross-national advertising, e-recruitment; Executive Nationality Staffing Policies; Staffing approaches: its advantages & disadvantages, Staff selection criteria, Issues in staff selection, Women Expatriate, The expatriate problem, Reasons & cost involved in expatriate failure (Text Book 1 Peter & Dencie Chapter 4 Pg 83)

Module 4

12Hours

PERSONAL MANAGEMENT: Multinational Performance Management; Performance Management Constraints, variables associated with individual performance and appraisal, Criteria used for performance appraisal of individual employees, (Text Book 1 Peter & Dencie Chapter 10 Pg 231). **TRAINING AND DEVELOPMENT:** Expatriate training (cross cultural training); Components of effective pre-departure training, Career Development, Developing international staff and multinational teams

COMPENSATION: Objectives of international compensation, Approaches to International compensation. **REPATRIATION:** Meaning, the Repatriation problem, The Repatriation process (Text Book 1 Peter & Dencie Chapter 5 Pg 117)

Module 5

08 Hours

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 .Human resource issues in multinational(Social Dumping, Joint Ventures,.) Corporate social responsibility of MNCs.(Text Book 1 Peter & Dencie Chapter 9 Pg 209)

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Practical Components:

- ✓ Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.
- ✓ Visit an MNE organization and study the HR shared services operations performed. Study and compare Recruitment, Selection and Training practices in various countries.
- ✓ Study Indian and US legal aspects involved when deploying an employee on an International Assignment.

Text Books:

1. International Human Resource Management – Peter J Dowling, Denise E Welch, Randall S Schuler – Thompson South Western Excel Books – 4th edition – 2005 & 5th Edition, 2012

References:

- International Human Resource management – Dr Nilanjan Sengupha, Dr.Mousumi S Battacharya – Excel books –Revised Edition –New Delhi 2007
- International Human Resource management – P.L.Rao-Excel books 2008
- International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.

- International Human Resource Management: Text and Cases By P. L. Rao, Excel Books, Reprint
- Monir H Tayeb, International Human Resource Management, Oxford University Press, 2007.

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: P19MBA 4H2

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Learning Objectives:

1. To make students understand OD concepts and Interventions and OD Model.
2. To develop insight into systems theory, Group process and team building interventions.
3. To enable students understand process consultation approach to change and person focused OD intervention.
4. To develop understanding about OCTAPACE model for learning organizational climate dimensions and the application of OD in job design, self – managed teams and TQM.
5. To apprise the students on the application oriented case studies in the field of Organizational Development.

Course Outcomes: Students will be able to

1. Demonstrate their conceptual understanding of nature and scope of organization, structure and approaches to measure organizational effectiveness.
2. Demonstrate their conceptual knowledge of the fundamentals of an organization's workflow, organizational design and matching strategy and structure.
3. Analyze power politics and conflicts of the organization.
4. Exhibit their skill of organizational cultural issues and ways of managing them.
5. Apply the conceptual knowledge of the subject in real time problems.

Module 1

10 Hours

MANAGING ORGANISATIONS CHANGE: Why Organizations change: Situational Reasons for change; Organizational Evolution and change cycle; The Process of Organizational change: A model of organizational change; Resistance to change; Force field analysis; Managerial options for implementing change: Top-Down Approach, Laissez-faire Approach ,Collaborative Approach .GUIDELINES FOR FACILITATING CHANGE: Unfreezing the system, Facilitating movement, Re-establishing the equilibrium; OD Interventions to implement organizational change . Understanding Organizations : Madhukar Shukla P189-211

Module 2

10 Hours

CONCEPTUAL FRAMEWORK OF OD : Overview of the field of OD, Definitions of OD, History of OD, values, assumptions and beliefs in OD, characteristics of OD, Techno structural approach – socio technical system. Wendell L French, Cecil H & Bell Jr. -P1-35. An overview of OD interventions: Process of OD, steps in OD, types of OD interventions- Wendell L French, Cecil H & Bell Jr P-97-98, Classification of OD interventions, OD cube- Wendell L French, Cecil H & Bell Jr P 98-101, Organizational Diagnosis, Weisbord's (Six Box) model for organizational diagnosis,- Wendell L French, Cecil H & Bell Jr. P-76-

78. Diagnostic tools and their appropriate usage in the diagnostic process, Beckhard's confrontation meeting.- Wendell L French, Cecil H & Bell Jr. P-66-76.

Module 3

10 Hours

Theory and Management of OD: Systems theory- Wendell L French, Cecil H & Bell Jr. P-49-54. Participation and empowerment, empowerment & commitment.- Wendell L French, Cecil H & Bell Jr. P-54-56. Teams and team work, Broad team – building interventions, A gestalt approach to team building, techniques and tools used in team building.- Wendell L French, Cecil H & Bell Jr. P-56-57; P-119-120. Parallel learning structures- Wendell L French, Cecil H & Bell Jr. P-57-58. A Normative re – educative strategy of changing.- Wendell L French, Cecil H & Bell Jr. P-58-59. Process of consultation approach to change.- Wendell L French, Cecil H & Bell Jr. P-118-119. Action research, a process and an approach, history and varieties of action research, example of action research in OD.- Wendell L French, Cecil H & Bell Jr. P-88-95. Third-party peacemaking interventions. Wendell L French, Cecil H & Bell Jr. P-136-137. Organization Mirror interventions. Wendell L French, Cecil H & Bell Jr. P-137-138. Partnering- Wendell L French, Cecil H & Bell Jr. P-138-139. Survey Feedback, Systems 1 – 4T- Wendell L French, Cecil H & Bell Jr. P-150-155. Grid organization development- Wendell L French, Cecil H & Bell Jr. P-155-157

Module 4

12 Hours

Organizational climate – OCTAPACE Model of climate survey. Training Based OD Interventions: Applied behavioural science, T-Group, Wendell L French, Cecil H & Bell Jr. P-182-185. Behavioural modelling - Wendell L French, Cecil H & Bell Jr. P-186-187. Life and career planning - Wendell L French, Cecil H & Bell Jr. P-187-189. Coaching and mentoring - Wendell L French, Cecil H & Bell Jr. P-189. Instrumented training Role efficacy lab (REL),- Wendell L French, Cecil H & Bell Jr. P-193.

Module 5

10 Hours

Structural Interventions and the applicability of OD: Wendell L French, Cecil H & Bell Jr. P-64-176. Socio technical systems, Self managed teams :Problems in implementation, Work Design, MBO And Appraisal, Quality circles , Quality of work Life Projects, Parallel Learning Structure, Physical settings and OD, Total Quality Management, Re engineering, The Self Design Strategy, High Involvement and High Performance work systems, Large scale change & Organizational Transformation.

Case Studies in Indian Context only

Practical Components:

- ✓ To conduct driving and restraining forces for an organization.
- ✓ Apply OD intervention at different levels in an organization.
- ✓ Students are expected to study changes that have taken place in various industries over a period of time.

Text Books

1. Understanding Organizations : Madhukar Shukla- PHI – 2009

2. Wendell L French, Cecil H & Bell Jr. – Organizational Development – Behavioural Science Interventions for Organization improvement (6e) – Pearson Education Asia, 1999.

References

- Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 3/e
- Organization Behaviour – P.G. Aqinas-Excel Books-2008

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

TRAINING AND DEVELOPMENT

Course Code: P19MBA 4H3

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Learning Objectives:

1. To enable the student to understand the concept of training and development and training need analysis;
2. To make the student to get an insight into training design and various methods adoptable in training programmes,
3. To discuss various training techniques and audio visual enhancements helpful in making a training programme effective and apply them in their seminar presentations.
4. To throw light on training program implementation, facilities management and approaches to evaluation and audit of training program
5. To apprise the students on the application oriented case studies in the field of Training and Development

Course Outcomes: Students will be able to

1. Apply the role of Training.
2. Evaluate the art of Analysis of Training Needs.
3. Showcase the concepts of Training Design.
4. Analyse the applicability of Training Methods
5. Accomplish the significance of Training Experiences.

Module 1

9 Hours

Introduction; Training Role & Relevance; Definition of Training; Training & Development; Training & HRD; Scope & Objectives Of Training; Beneficiaries & Problems of Training; Future Trends ; Role & Responsibilities of Training. Page no from 1-16 Dr.B.Janakiramn.

Analysis of Training Needs: Organization Support For Training Needs Assessment; Organizational Analysis; The Triggers for Training; Methods and Techniques of Training Needs Assessment; Assessment Methods ; Methods through which Training Needs are Identified; why conduct a Training Needs Analysis? When to Conduct a TNA; Where to Look for Performance Discrepancies; Operational Analysis; Gathering TNA Data; Outcomes of TNA; Feedback; Obstacles in the systems; Training Needs Assessment Process; Approaches of TNA; Organizational Analysis; Operational Analysis(Job Analysis). Page no from 17-38 Dr.B.Janakiraman.

Module 2

14 Hours

TRAINING DESIGN: Chapter Outline; Important Considerations while Designing a Training Program; Factors Affecting Training Design; Constraints in the Design; Organizational/Environmental Constraints; Budgeting for Training; Types of Costs involved in Training Programs; Developing Objectives; Types of Training Objectives; Facilitation of Learning; Expectation of Learning; Expectations towards Training; Expectancy Theory Implications; Implication from Conditioning and Reinforcement (The environment); Focus

on Training Design; Focus on Training; Factors influencing Transfer of Training; Conditions of Practice; Facilitation of Transfer (Focus on Organizational Intervention); Design Theory; Outcomes of Design; Identification of Evaluation Objectives; Identification of Alternative Methods of Instruction; Identification of Needs; Establish Training Objectives; Identifying Training Objectives; Wording it realistically; Sequencing. Page no from 39-66 Dr. B. Janakiraman.

LEARNING: Chapter Outline, Definition, Nature of Learning, Learning Principles, Components of Learning Process; Elements of Learning Process, Training/Teaching Organization, Trainer/Teacher, Technology of Training, Building Effective Instructions, Context-specific Learning, Hierarchy of Learning, Kolb's Learning Cycle, Incorporating Learning Principles, Feedback, Functions of Feedback, Making Feedback Effective, Principles of Successful Feedback System in Training, Trainer Issues, Theories of Motivation, Conditions of Transfer of Learning. Page no from 67-81 Dr. B. Janakiraman.

TRAINING PROCESS: Chapter outline; Designing the Training program; Elements of Program design; Stages in Designing a Structure; Stages in Designing a Structure; Key Factors in Designing and Developing of a program; Important Considerations while Designing the Training program; Training Implementation; Training Policy; Training plan: Internal or External Resources. Page no From 83-94 Dr. B. Janakiraman

Module 3

9 Hours

TRAINING METHODS: Chapter Outline; Types of Training; On-and Off-the-Job Training; Training Approaches; Training Method; Definition; Classification of Training Methods and Methodologies; Selecting the Best Method; Important Training Methods; Lecture or Presentation Method; Group Discussion Method; Case Study Method; Incident Process Method; Role-Play Method; Management Game Method; In-Basket Exercise Method; Conference Method; Seminar Method; Demonstration Method; Sensitivity Training Method; Outbound Learning Method; Computer-based Training Method; Satellite Based Training Method; Field Trip Method of Training; Page no from 95-152 Dr.B.Janakiraman.

Module 4

12 Hours

IMPLEMENTATION OF TRAINING:

Chapter Outline; Logistical Arrangements; Physical Arrangements; Implementation of Training; Tips for Trainers for Effective Implementation; Classroom Management; Training Policy; Factors influencing Training Policy; Contents of Training Policy; Advantages of Training Policy.

Page no from 153-171 Dr.B.Janakiraman.

TRAINER'S SKILLS AND STYLES:

Chapter Outline; Competence of Trainer; Communication Skill; Questioning Skills; Making the Questioning Technique Effective; Body Language and Gestures; Handling Difficult Situations; Creativity Skill; Technical Skill; Interpersonal Skill; Self Development and Self-Awareness; Managerial Skills; Designing Skills; Humour; Strategies for using Humour; Integrity; Transparency; Resilience; Credibility; Rapport Building; Rapport Building Strategies; Techniques for Building Rapport with Trainees; Confidence; Feedback

Sensitivity; Functions of Feedback; Trainer's Style. Page no from 173-209
Dr.B.Janakiraman.

Module 5

9 Hours

The Future Of Training and Development: Training for sustainability, Increased use of new technologies for training delivery, Increased demand for training for virtual work arrangements, Increased emphasis on speed in design, focus in content, and use of multiple delivery methods, Increased emphasis on capturing and sharing intellectual capital, Increased use of true performance support, Increased use of training partnership and outsourcing training. Page no from 537-546 Raymond A Noe.

Case Studies in Indian Context only

Practical Components :

- ✓ Study training Programs at various organizations and their effectiveness.
- ✓ Design a training for a specific job role.
- ✓ Students need to analyze case and to find out the training needs.

Text Books

1. Dr.B.Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005.
2. Raymond A Noe ,Employee Training and Development ,TATA McGraw Hill ,2008.

References

- P. Nick Balachand ,Effective Training Systems ,Strategies, and Practices Pearson Education, 2009

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
CO4	2		1	2	1
CO5	2		1	1	1

3-High correlation, 2-Average correlation, 1-Low correlation

PERSONAL GROWTH & INTER-PERSONAL EFFECTIVENESS

Course Code: P19MBA 4H4

CIE : 50 Marks

Credit Pattern: L:T:P = 4:0:0 = 3

SEE: 50Marks

No. of Hours per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Learning Objectives:

1. Identify strength and weakness as an individual as a member of a group.
2. Illustrate personal growth concepts.
3. Insight concepts of pedagogy, adult learning process, creativity processes and tools for effectiveness in interpersonal behavior.
4. Understand perception process, personality formation and transactional analysis.
5. Demonstrate the personal growth and interpersonal effectiveness concepts.

Course Outcomes: Students will be able to

1. Apply components of personal Growth.
2. Demonstrate the concepts of basic function of mind to be more creative and innovative.
3. Exhibit human personality, attitudes, beliefs, values and their impact on individual behaviour.
4. Analyse interpersonal growth and handling conflicts and taking critical decisions.
5. Accomplish the role emotional intelligences and understanding towards teamwork.

Module 1

10 Hours

Personal Growth: Meaning, Concepts of Personal Growth, Self awareness, Role, Role efficacy, Role stress, Ego states - Id, ego and super ego and defense mechanisms; developing a self improvement plan.

Nature of values and attitudes, Job satisfaction, Job involvement, Organizational commitment.

Impression Management: First Impression, Types of impression management, Tactics of impression management, Techniques of impression management. (Text Book 3 Ruchi Chapter 2 Pg 17)

Module 2

12 Hours

Personal Effectiveness: Personality – Meaning, Definition, Formation of personality . (Text Book 2 Robbin; Chapter 5 Pg 154) **Personality Theories:** Carl Jung's theory of personality types and Myers Briggs type Indicator (MBTI) Trait theories – Guilford Peugeot.

Pedagogy and Androgogy: Meaning, differences. Adult learning process. (Text Book 2 Robbin Chapter 4 Pg 110)

Module 3

10 Hours

Interpersonal relations and personal growth: Interpersonal needs, Individuals and organization, individual and inter-personal behavior, Assertive Behavior

Motivation and behavior FIRO–B and Johari Window.(Text Book 3 Ruchi Chapter 1 Pg 1)

Perception: Meaning, Definition, Perception process.

Conflict: Nature of conflict, Levels of conflict, Source of conflict, Effects of conflict

Module 4

12 Hours

Transactional Analysis :

Ego status, Types of Transaction, Life position, (Text Book 1 JWN Chapter 4 Pg 110)

Nurturing Relationships: Meaning of relationship, Changing concepts and roles in relationships, Relationship with self – Self concept, Self acceptance, self esteem, self confidence, Power of self talk. Relationship with others – Cultivating open communication, Adjustments, compromises, give and take, empathy& Prioritization

Module 5

8 Hours

Emotional Intelligence

Nature and Scope – Working with emotional intelligence – self mastery – people skills – Emotionally intelligent organization, Spiritual Intelligence. Artificial Intelligence. (basic Concept). (Text Book 1 JWN Chapter 8 Pg 272)

Habits Of Highly Effective People: Social adjustments and habit formation. Habits of personal effectiveness, Seven habits of highly effective people. (Reference Books The Seven Habits of Highly Effective People by Stephen R Covey, Simon & Schuster)

Case Study: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Practical Component:

- ✓ Conduct transactional analysis activities.
- ✓ Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
- ✓ Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.
- ✓ Students have to undergo psychometric test like MBTI, FIRO-B, Big Five etc.

Text Books:

1. Organizational Behaviour – Human Behaviour at work – by John.W.Newstrom and Keith Davis – Tata McGraw Hill, 12/e, 2003
2. Organizational Behaviour – Concepts, controversies and applications – Stephen P Robbins – Prentice Hall International, 13/e
3. Ruchi Srivastava – Personal growth & training & development.

References:

- Wallace & Masters Personal Development for Live and Work, Thomson Learning, 8/e, 2004
- Emotional Intelligence – Daniel Goleman, Bantam Books.
- The Seven Habits of Highly Effective People by Stephen R Covey, Simon & Schuster.
- Development of Management Skills - Whetten& Cameron, 7/e, PHI.
- Human Relations in organizations - Robert N. Lussier, 6/e, McGraw Hill Education.

- Understanding OB - UdaiPareek, Oxford University Press.
- Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
- Training in interpersonal Skills- Stephen Robbins, Pearson Education.

CO-OP MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	2		2		
CO3	2		2	1	
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CO5	2		2	1	1

3-High correlation, 2-Average correlation, 1-Low correlation