

Sharnbasva University, Kalaburagi
Scheme of Teaching & Examination 2017
Choice Based Credit System (CBCS)
MBA Programme (Master of Business Administration)

Semester: I

Sl. No.	Subject Code	Course	Teaching & Learning (Hrs per week)		Practical/Project/Field Work	Examination				Credits
			Lecture	Discourse/ Self Study / Assignments		Duration (hrs)	CIE	SEE	Total	
1	MBA11	Management & Organizational Behaviour	2	6	0	3	50	50	100	4
2	MBA12	Economics for Managers	2	6	0	3	50	50	100	4
3	MBA13	Accounting for Managers	2	6	0	3	50	50	100	4
4	MBA14	IT Application for Business	2	6	0	3	50	50	100	4
5	MBA15	Marketing Management	2	3	3	3	50	50	100	4
6	MBA16	Managerial Communication	2	6	0	3	50	50	100	4
7	MBA17	Term Paper	0	0	0	-	-	-	25	1
		Total	12	33	3	--	325	325	625	25

Note: 1. One hour lecture/week/semester = 1 Credit 2. Three hours discourse / self study / assignment = 1 Credit
 3. Three hours practical week/semester = 1 Credit 4. Term paper consists of Report writing & Presentation at the end of semester.

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Semester: II

Sl. No.	Subject Code	Course	Teaching & Learning (Hrs per week)		Practical/ Project/ Field Work	Examination				Credits
			Lecture	Discourse/ Self Study / Assignments		Duration (hrs)	CIE	SEE	Total	
1	MBA21	Human Resource Management	2	6	0	3	50	50	100	4
2	MBA22	Financial Management	2	6	0	3	50	50	100	4
3	MBA23	Business Analytical	2	6	0	3	50	50	100	4
4	MBA24	Strategic Management	2	3	3	3	50	50	100	4
5	MBA25	Management Information System (MIS)	2	6	0	3	50	50	100	4
6	MBA26	Entrepreneurship Development	2	3	3	3	50	50	100	4
7	MBA27	Internship Training - Project Report	--	--	0	-	--	--	50	2
		Internship Training – Viva Voce	--	--			-	-	50	2
		Total	12	30	6	--	300	300	700	28

Note: 1. One hour lecture/week/semester = 1 Credit
 3. Three hours practical week/semester = 1 Credit

2. Three hours discourse/self study/assignment = 1 Credit
 4. Four Weeks of Internship Training at the end of the II Semester;

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Semester: III

Sl. No.	Subject Code	Course	Teaching & Learning (Hrs per week)		Practical/Project/Field Work	Examination				Credits
			Lecture	Discourse/ Self Study / Assignments		Duration (hrs)	CIE	SEE	Total	
1	MBA31	Production & Operation Management*	2	6	0	3	50	50	100	4
2	MBA32	Personal Growth & Interpersonal Effectiveness*	2	6	0	3	50	50	100	4
3	MBA33	Elective-1**	2	6	0	3	50	50	100	4
4	MBA34	Elective-2**	2	6	0	3	50	50	100	4
5	MBA35	Elective-3**	2	6	0	3	50	50	100	4
6	MBA36	Elective-4**	2	6	0	3	50	50	100	4
7	MBA37	Term Paper	-	-	0	-	-	-	25	1
		Total	12	36	0	--	300	300	625	25

Note: Term paper consists of Report writing & Presentation at the end of semester. Core Courses* Elective Courses**

Marketing (Electives)	Human Resource Management (Electives)	Finance (Electives)
Consumer Behaviour	Industrial Relations & Legislations	Principles & Practices of Banking
Retail Management	Compensation and Benefits	Investment Banking & Financial Services
Services Marketing	Management of Training & Development	Advanced Financial Management
Marketing Research	Counseling Skills for Managers	Cost Management
Business Marketing	Knowledge Management	Strategic Credit Management

Note: Students can choose any two subjects compulsorily from each stream; subject to maximum of two streams

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Semester: IV

Sl. No.	Subject Code	Course	Teaching & Learning (Hrs per week)		Practical/Project/Field Work	Examination				Credits
			Lecture	Discourse/ Self Study / Assignments		Duration (hrs)	CIE	SEE	Total	
1	MBA41	International Business Management*	2	6	0	3	50	50	100	4
2	MBA42	Business Law & Policy *	2	6	0	3	50	50	100	4
3	MBA43	Elective-5**	2	6	0	3	50	50	100	4
4	MBA44	Elective-6**	2	6	0	3	50	50	100	4
5	MBA45	Elective-7**	2	6	0	3	50	50	100	4
6	MBA46	Elective-8**	2	6	0	3	50	50	100	4
7	MBA47	Major Project Report (MPR)	-	-	0	-	-	-	50	2
		Viva Voce	-	-	-	-	-	-	50	2
		Total	12	36	0	--	300	300	700	28

Note: Six weeks of Major Project Report (MPR) at the end of the IV Semester; Core Courses* Elective Courses**

Marketing (Electives)	Human Resource Management (Electives)	Finance (Electives)
Sales Management	Public Relations	Mergers, Acquisitions and Corporate Restructuring
Integrated Marketing Communications	Emerging Trends in HR Practices	Tax Management
E-Marketing	Workplace Ethics and Value Systems	International Financial Management
Brand Management	Change Management	Financial Derivatives
Rural Marketing	Strategic Talent Management	Security Analysis & Portfolio Mgt.

Note: Students can choose any two subjects compulsorily from each stream; subject to maximum of two streams;

SEMESTER I**MANAGEMENT & ORGANIZATIONAL BEHAVIOUR**

Subject Code	: MBA11	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

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

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.
- Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.

Module 1:**(8 Hours)**

Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.

Module 2:**(12 Hours)****Planning and Organizing:**

Planning: Nature of Planning, Planning Process, Objectives, MBO, Strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.

Organizing: Organization structure, Formal and informal organizations, Principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment. Functional, divisional, geographical, customer based and matrix organizations, team based structures.

Module 3:**(5 Hours)**

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

Module 4:**(15hours)**

Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities. Foundations of Individual Behaviour: Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Module 5:**(16 Hours)**

Personality: Meaning, formation, determinants, traits of personality, big five model

Attitude: Formation, components of attitudes.

Perception: Process of perception, factors influencing perception, Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, Leadership: Meaning, leadership theories, trait theory, behavioral theories, managerial grid, situational theories.

Note: Related case studies to be discussed.

Practical Components:

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Module 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

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

RECOMMENDED BOOKS

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel Books.
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010
- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.
- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House.
- Organization Behaviour – Ashwathappa, Himalaya Publication House
- ORGB - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012.
- Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.
- Organizational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.
- Organizational Behaviour – Rao V. S. P, Excel BOOKS, 2009.

REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.
- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education
- Fundamentals of Organizational Behaviour – Slocum/Hillriegel, Cengage Learning
- Organizational Behaviour, Aquinas P. G, Excel Books.

ECONOMICS FOR MANAGERS

Subject Code	: MBA12	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

COURSE OBJECTIVES

- To introduce the fundamentals, tools and theories of managerial Economics.
- To orient on micro economic techniques as a decision making process.
- To understand various industrial policies essential for business managers.
- To understand the vital characteristics of different market structures

COURSE OUTCOMES

At the end of the course students are able to:

- Equipped with the skill to apply the theory of demand, theory of production and cost in decision making.
- Differentiate between various markets structure, functioning and pricing decisions.
- Acquire the knowledge of Indian Industrial Policies, its impact on industrial development so as to develop proper strategy in day to day management.

Module 1: (12 hours)

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Law of Demand, Exceptions to the Law of demand, Elasticity of Demand- Price, Income, Cross and Advertising elasticity, Uses of Elasticity of Demand for Decision Making, Demand Forecasting: Meaning and Significance.

Module 2: (10 hours)

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

Module 3: (8 hours)

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

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

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

Module 4: (10 hours)

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

Module 5: (16 hours)

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

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

Business Cycle – Features, Phases, Economic Indicators, Inflation: Types, causes, Measurement, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, **Fiscal Policy:** Objectives, Instruments, Union Budget, **Monetary Policy:** Objectives, tools for Credit Control.

Note 1: Related case studies to be discussed.

Note 2: 75 percent theory and 25 percent problems from Module 1&3

Practical Components:

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- Preparing a project proposal for a new business venture to understand the BEP using real time data.
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI
- A study on the effect of monetary policy on banking and BFCs

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

ACCOUNTING FOR MANAGERS

Subject Code	: MBA13	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To explain fundamental accounting concepts and conventions.
- To explain and use the accounting equation.

- To prepare basic journal entries for business transactions and present the data in an accurate manner
- To present financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making.
- To understand emerging issues in accounting and taxation.

Course Outcomes:

At the end of the course students are able to:

- Acquire the knowledge about the concepts and fundamental principles of accounting.
- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of sole trading concerns and companies.
- Independently undertake financial statement analysis and take decisions.
- Comprehend emerging trends in accounting and taxation.

Module 1:

(16 Hours)

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting. Preparation of books of Accounts: Journals, ledger, cash book, bank reconciliation statement and trial balance. Depreciation - Straight line and Written down Value Methods.

Module 2:

(14 Hours)

Preparation of Financial Statements: Preparation of final accounts of sole traders and final accounts of companies,

Module 3:

(12 Hours)

Analysis of Financial Statements: Ratio Analysis, Preparation of financial statements using ratios, Preparation of fund flow statement and Cash flow Statement.

Module 4:

(8 Hours)

Emerging issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting –**Accounting Standards and IFRS:** Nature and significance

Module 5:

(6 Hours)

Fundamentals of Taxation: Heads of Income, Deductions u/s 80C, Income Tax Rates and Returns for Individuals only (only theory)

Practical Components:

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

Note 1: Related case studies to be discussed.

Note 2: 25 percent theory and 75 percent problems

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, Moduleed Publishers, 2011.
- Financial Accounting (IFRS update), Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.
- Accounting For Management, Arora M. N, Himalaya Publishing House.
- Essentials of Financial Accounting (Based on IFRS), Bhattacharya, 3/e, Prentice Hall India.
- Comdex (Computer and Financial Accounting with Tally 9.0 Course Kit), Dream Tech.
- Comdex – Tally 9, Namrata Agrawal - DreamTech.I
- FRS: A Practical approach, Jasmine Kaur, McGraw Hill.

IT Applications for Business

Subject Code	: MBA14	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Module-1:

Introduction – Computers in business, functional components of a computer system, characteristics of computer, applications of computers, generations of computers, classification of computers, India computing environment, computer languages.

Module-2:

PC Software Packages – Operating System (OS) – Disk Operating System (DOS), Windows Operating System (OS), Application software, Word processing software – Microsoft word, document creation, editing, formatting, page setting, table creation, table formatting, printing, Spreadsheet software – spreadsheet creation, editing, formatting, formulas, graphics, printing.

Module-3:

File System and software development – Various types of files – master file, transaction file, file organizations, file design, report design, screen design, various steps of software development process.

Module-4:

Data processing and presentation – Data processing, online processing, batch processing, database, database management system(DBMS), advantages and disadvantages of using DBMS approach, data hierarchy, data file structure, application port folio, development, flow chart, input-process-output analysis, programming concepts, use of files in programming, presentations – creating a

power point presentation, creating powerpoint presentation using templates, using animations in presentations, slide show and saving a presentation.

Module-5:

Networking – Definition, types of computer networks, LAN, WAN, MAN, advantages of computer network, internet, advantages and disadvantages of internet, e-commerce, management of data processing in corporate enterprises, electronic mail (e-mail).

Note: The focus should be on word processing software, spreadsheet software, presentation software, database software.

Text/References:

1. Eliason A.L “on-line business computer Applications”(Science research Associates, Chicago Publications).
2. Long.L. “Computers” (Prentice Hall, Englewood Cliffs Publications).
3. Summer.M. “Computer concepts and uses” (Prentice Hall, Englewood Cliffs Publications).
4. Mansfield,Ron “The compact Guide to Microsoft office” (Business Promotion bureau, New Delhi Publication).
5. Mosley, Ionnice. E “Mastering Microsoft Professional for windows” (Business Promotion bureau, New Delhi Publications)

MARKETING MANAGEMENT

Subject Code	: MBA15	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To provide an insight to basic concepts of marketing management.
- To understand various marketing models for solving marketing problems.
- To understand fundamental premise underlying market driven strategies.

Course Outcome:

At the end of the course students are able to:

- Acquire knowledge regarding basic concepts and functions of Marketing Management.
- Apply various marketing concepts to solve day-to-day corporate problems.
- Learn various strategies which enable decision making process.
- Study ever-changing environment and use of appropriate models and techniques of Marketing.
- Synthesize ideas into a viable marketing plan.

Module 1: (10 hours)

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

Module 2: (8 hours)

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

Module 3: (15 hours)

Market Segmentation, Targeting & Positioning: Concept of Market Segmentation, Benefits, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

Module 4: (8 hours)

Managing the Product: Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labeling in packing. Marketing Planning: Meaning, Concept, steps involved in marketing planning, marketing audit.

Module 5: (15 hours)

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

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

Case Studies in Indian Context

Practical Components:

- Analyze 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.

RECOMMENDED BOOKS

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

REFERENCE BOOKS

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

MANAGERIAL COMMUNICATION

Subject Code	: MBA16	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objective:

To enhance students communication skills through verbal, non-verbal, correspondence, presentations, interviews and negotiation.

Course Outcomes:

At the end of the course students are able to:

- Describe and develop written and oral communication.
- Independently prepare business letters and reports.
- Exhibit, develop and apply negotiation strategies.
- Gain exposure to media management and demonstrate the skill in analyzing business situation.

Module 1:

(10 Hours)

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

Module 2:

(8 Hours)

Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control– Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication - Listening as a Communication Skill, Non-verbal communication

Module 3:

(8 Hours)

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

Module 4:

(15 Hours)

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

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

Meeting Documentation: Notice, Agenda, and Resolution & minutes

Module 5:

(15 Hours)

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

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

Communication networks– Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing

Practical Components:

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Give exercises for clarity and conciseness in written communication.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester)and to be evaluated by the faculty

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

Subject Code	: MBA21	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To understand the HRM concepts and theory
- To obtain an overview of various HRM functions and practices
- To gain an insight into the various statutory provisions

Course outcome:

At the end of the course students will be able to:

- Synthesize information regarding the effectiveness of recruiting methods & selection Procedures
- Identify the various training methods and design a training program
- Design a job description and job specification for various levels of employees.
- List out the regulations governing employee benefit practices.

Module 1:**(8 hours)****Human Resource Management:**

Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM

Module 2:**(10 hours)**

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

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

Module 3:**(12 hours)**

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

Selection: Definition and Process of Selection.

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

Module 4:**(16 hours)**

Training and development: Training v/s development, Training v/s Education, Training Methods. Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal. Compensation: Objectives of Compensation Planning, Job Evaluation.

Module 5:**(10 hours)**

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

Employee Grievances: Employee Grievance procedure.

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

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.

RECOMMENDED BOOKS:

- Human Resources Management: A South Asian Perspective, Denski/Griffin/Sarkar-Cengage Learning, 2012.
- Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
- Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
- Human Resource Management – Dr. T.P RenukaMurthy HPH

REFERENCE BOOKS:

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

- Human Resource Management – Aswathappa K HPH

FINANCIAL MANAGEMENT

Subject Code	: MBA22	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

- To familiarize the students with basic concepts of financial management.
- To understand time value of money and cost of capital.
- To analyze capital structure, capital budgeting and dividend decision.
- To understand the short term and long term financing and working capital management.

Course Outcome:

At the end of the course students will be able to:

- Understand the basic financial concepts
- Apply time value of money
- Evaluate the investment decisions
- Analyze the capital structure and dividend decisions.
- Estimate working capital requirements.

Module: 1**(8 Hours)**

Financial Management- Meaning of financial Management, Goals or objective of financial management, scope and functions of financial management, financial planning and policy, structures of financial system, finance and other related disciplines.

Module: 2**(10 Hours)**

Capital & Capitalization: Meaning of capital, theories of capitalization, Theories of capitalization, Fair capitalization over capitalization, under capitalization, watered capital, over trading capital structure. Planning- patterns of capital structure ideal capital structure, Theories of capital structure, EBIT-EPS analysis.

Module:3**(10 Hours)**

Capital budgeting- principles & Techniques: Definition and Meaning of capital budgeting, types of capital budgeting proposal, methods of evaluating capital investment proposals.

Module: 4**(18 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.

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

Module: 5**(10 Hours)**

Working capital Management- Nature & scope, components of working capital, operating cycles requirements, objectives of working capital, elements & sources of working capital, working capital control & banking policy, liquidity and its test.

Practical Components:

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

RECOMMENDED BOOKS:

- Financial Management -Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management,Shashi K Gupta and R K Sharma, 8th Revised Edition, Kalyani Publishers, -2014
- Financial Management,Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
- Financial Management,Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press,2011
- Financial Management ,I M Pandey, 10th Edition, Vikas Publishing House -2014
- Financial Management & Policy-Vanhorne, James C., 12/e, Pearson, 2002
- Financial Management, PralhadRathod, Babitha&S.HarishBabu, Himalaya Publishing House, 2015

REFERENCE BOOKS:

- Financial Management,V K Bhalla ,1st Edition- S.Chand 2014,
- Fundamentals of Financial Management,Brigham & Houston, 10/e, Cengage Learning.
- Corporate Finance,Damodaran , 2/e, Wiley India (P) Ltd., 2004
- Financial Management,Paresh P., Shah 2/e, Biztantra.
- Fundamentals of Financial Management,Sheeba Kapil ,Pearson,2013
- Financial Management, Sumit Gulati & Y P Singh,McGraw Hill, New Delhi - 2013

Business Analytical

Subject Code	: MBA 23	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56

Objectives:

- To introduce statistics as a tool for business decision making.
- To provide an analytical foundation for dealing business situations.
- To learn how to take decision under various situations.
- To familiarize the use of linear programming and project management evaluation techniques.
- To orient the students with statistical tools.

Course Outcomes:

At the end of the course students are able to:

- Understand and applying descriptive statistical tools in business situations.
- Exhibit the skills in developing and applying probability distribution concepts in business and real time scenario.
- Develop the skills of decision making using Decision Theory.
- Develop mathematical models using Linear Programming technique.
- Illustrate the use of network techniques for successful project implementation

Module 1

(12 Hours)

Descriptive Statistics Correlation: Measures of Central Tendency- mean, median, mode, Measures of Dispersion- Standard deviation, variance, Coefficient of Variance.

Correlation: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only)

Module 2

(10 Hours)

Probability Distribution: Concept and definition - Rules of probability – Random variables –Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential (Problems only on Binomial, Poisson and Normal).

Module 3:

(10 hours)

Business Research – Meaning, types, process of research- management problem, defining the research problem

Business Research Design: Meaning and significance - **Types:** Exploratory and Conclusive Research Design.

Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods.

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

Module 4:

(10 hours)

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Data Collection: Primary and Secondary data

Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Module5:

(14 hours)

Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses.

Parametric and Non-Parametric Tests- Chi Square test-t-test, z-test, f-test,

ANOVA-one-way two-way classification (theory only)

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation

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

Theory 25 percent and Problems 75 percent

Practical Component :(Student-Centered Learning)

- Students are expected to have basic Excel knowledge-hands on experience.
- Students should be able to relate the concepts to real time business situations.
- Student should demonstrate the application of statistical tools.

RECOMMENDED BOOKS:

- Statistical Methods, S. P Gupta, Sulthan Chand & sons, New Edition,
- Quantitative Techniques in Management, N D Vohra, 4th Edition, Tata McGraw Hill, 2010.
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007

REFERENCE BOOKS:

- Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013.
- Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005.
- Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003.

Practical Components:

- To identify research problem and collect relevant literatures for data analysis
- To write the research design by using Exploratory and Descriptive Research methods
- To prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- To conduct Market survey and to investigate consumer perception towards any FMCG.
- To demonstrate Report writing and Presentation methods

RECOMMENDED BOOKS

- Business Research Methods: A South-Asian Perspective with course Mate William G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/Mitch Griffin, Cengage learning
- Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
- Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015
- Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill - 2012
- Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007

REFERENCE BOOKS

- Research Methods- William M C Trochi,- 2/e, Biztantra, 2007
- Methodology of Research in social Sciences- O R Krishnaswami, M Ranganatham, HPH, 2007

- Research Methodology – C.R.Kothari, VishwaPrakashan
- Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011
- Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi -Vikas

STRATEGIC MANAGEMENT

Subject Code	: MBA24	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To provide insights into the core concepts of strategic management.
- To evaluate various business strategies in dynamic market environments.
- To gain insights into various strategic management models

Course Outcome:

At the end of the course students will be able to:

- Formulate a strategic plan that operationalizes the goals and objectives of the firm.
- Use management concepts to analyze complex business situations
- Associate with various Strategic Management models for Business situations
- Ability to evaluate and critique theories and models in corporate environment.

Module 1

(10 Hours)

Meaning and Nature of Strategic Management, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process.

Module 2

(10 Hours)

Strategy Formulation – Developing Strategic Vision and Mission for a Company – Setting Objectives, Balanced Scorecard. The hierarchy of Strategic Intent

Module 3

(12 Hours)

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment– Porter's Five Forces model – Key Success Factors – concept and implementation.

Module 4

(12 Hours)

SWOT analysis – Value Chain Analysis – Benchmarking Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships –Mergers and Acquisition Strategies – Outsourcing Strategies –International Business level Strategies.

Module 5

(12 Hours)

Corporate Level Strategies: Business planning in different environments – Entrepreneurial Level Business planning – Multistage wealth creation model for entrepreneurs– Planning for large and diversified companies –brief overview of Innovation, integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix. Strategy Implementation – Operationalizing strategy, Annual Objectives, Developing Functional Strategies.

Practical Components:

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

RECOMMENDED BOOKS:

- Strategic Management: A South-Asian Perspective With CourseMate Michael A.Hitt/R.Duane Ireland/ Robert E.Hoskisson/S.Manikuttu Edition:9th, Cengage Learning
- CraftingandExecutingStrategy, Arthur A.ThompsonJr.,AJ StricklandIII, JohnE Gamble,18/e,TataMcGrawHill,2012.
- StrategicManagement - Analysis,Implementation,Control, Nag A,1/e,Vikas,2011.
- StrategicManagement - AnIntegratedApproach, CharlesW. L.Hill,GarethR.Jones,CengageLearning.
- BusinessPolicyandStrategicManagement, SubbaRaoP,HPH.
- StrategicManagement, KachruU,ExcelBOOKS,2009.

REFERENCE BOOKS:

- StrategicManagement:Conceptsand Cases,DavidR, 14/e,PHI.
- StrategicManagement:BuildingandSustainingCompetitive Advantage,RobertA.Pitts& DavidLei,4/e,CengageLearning.
- CompetitiveAdvantage,MichaelE Porter,FreePressNY
- EssentialsofStrategicManagement,Hunger,J. David,5/e, Pearson.
- StrategicManagement,SarojDatta,jaicoPublishingHouse, 2011.
- ContemporaryStrategicManagement,Grant,7/e,Wiley India, 2012
- Strategic Management-The Indian Context, R. Srinivasan, 4th edition, PHI

Management Information System

Subject Code	: MBA25	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Module: 1

(8 Hours)

Management Information System (MIS) – Definition, Evolution of MIS, Structure of MIS, Major roles of MIS, Strategic planning of MIS, Computer Based Information System (CBIS).

Module: 2

(14 Hours)

Information System (IS) – Organizational and information system structure, data and information, classification of IS – Office Automation System (OAS), Transaction Processing System (TPS), Executive Information System (EIS), Knowledge Work System (KWS), Expert System (ES), Decision Support System (DSS) – Definition, types of DSS, Group Decision Support System (GDSS).

Module: 3

(12 Hours)

Computers and Information System – Evolution of Computer Hardware and Software, Classification of computers, communications technology – telecommunications, computer networking, database technology – database approach, Database Management System (DBMS) and RDBMS.

Module: 4

(10 Hours)

Development and Implementation of MIS - Systems Analysis and Design, Systems Development Life Cycle (SDLC), Role of Systems Analyst, Alternate System Building Approaches – Prototyping, Rapid Development Tools.

Module: 5

(12 Hours)

Web as a tool for business management, the internet, e-commerce and e-business, redesigning organizations with information system, Information Security – importance of information security, confidentiality, integrity and availability, types of threats and risk in real life of IT environments.

Books Recommended:-

1. Waman S Jawadekar “Management Information Systems” (The McGraw-Hill)
2. Kenneth C. Laudon, Jane P. Laudon “Management Information Systems (Prentice Hall)
3. S. Sadagopan “Management Information Systems” (Prentice Hall)
4. Gordon B. Davis, Margrethe H.O “Management Information Systems” (The McGraw- Hill)
5. Raoumond McLeod Jr., George Schell “Management Information Systems” (Prentice Hall) Syllabus:MBA-II (GUG:2014-15)

ENTREPRENEURSHIP DEVELOPMENT

Subject Code	: MBA26	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

- To develop and strengthen entrepreneurial quality in students.
- To impart basic entrepreneurial skills and understanding to run a business efficiently and

effectively.

- To provide insights to students on entrepreneurial Opportunities.

Course Outcomes:

At the end of the course students will be able to:

- Display keen interest and orientation towards entrepreneurship
- Develop a business plan
- Become aware about various sources of funding for an entrepreneur including financial institutions, venture capitalists and Angel Investors
- Gain consciousness towards social entrepreneurship and rural entrepreneurship Opportunities.

Module 1:

(15 Hours)

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept -

Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class -

Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship- Entrepreneurial Culture - Stages in entrepreneurial process.

Module 2:

(15 Hours)

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan – Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Module 3:

(8 Hours)

Institutions supporting Entrepreneurs: Small industry financing developing countries - A

brief overview of financial institutions in India - Central level and state level institutions -

SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single

Window - Latest Industrial Policy of Government of India

Module 4:

(8 Hours)

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

Module 5:

(10 Hours)

Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship, MSME Policies.

Make-In India, Start-Up India, Stand-Up India.

Case studies in Entrepreneurship Development

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.

RECOMMENDED BOOKS:

- Entrepreneurship: A South-Asian Perspective – T.V Rao/Donald F.Kuratko, Cengage Learning
- Entrepreneurship Development-Small Business Enterprise-PoornimaCharantimath Pearson Education - 2014
- Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 6/e - The McGraw-Hill companies - 2007
- Entrepreneurial Development – M M Munshi, Prakash Pinto & Ramesh Khathri, Himalaya Publishing House -2015
- Entrepreneurship Development - S S Khanka - S Chand Publications

REFERENCE BOOKS:

- Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007
13
- Entrepreneurship Development and Management - Vasant Desai - Himalaya Publishing House - 2007
- Entrepreneurship-Theory and Practice - Raj Shankar Vijay Nicole Imprints Pvt. Ltd - 2006
- Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011
- Entrepreneurship-Principles and Practices - Kurakto - 7/e - Thomson Publication - 20

SEMESTER III Production & Operations Management

Subject Code	: MBA31	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Module: 1 (12 Hours)

OPERATIONS MANAGEMENT CONCEPTS: Introduction, Historical development, The trend: Information and Non-manufacturing systems, Operations management, Factors affecting productivity, International dimensions of productivity, the environment of operations, Production systems decisions- a look ahead.

Module: 2 (10 Hours)

Facility Location – importance, factors in location analysis, location analysis techniques. Plant layout, Product Design and development – product design and its characteristics, product development process (technical), product development techniques.

Module: 3 (12 Hours)

AGGREGATE PLANNING AND MASTER SCHEDULING: Introduction- planning and scheduling, Objectives of aggregate planning, Aggregate planning methods, Master scheduling objectives, Master scheduling methods. Material and Capacity Requirements Planning: Overview: MRP and CRP, MRP: Underlying concepts, System parameters, MRP logic, System refinements, Capacity management, and CRP activities.

Module: 4 (12 Hours)

Scheduling and Controlling Production Activities: Introduction, PAC, Objectives and Data requirements, Scheduling strategy and guide lines, Scheduling methodology, priority control, capacity control.

SINGLE MACHINE SCHEDULING: Concept, measures of performance, SPT rule, Weighted SPT rule, EDD rule, Minimizing the number of tardy jobs.

FLOW –SHOP SCHEDULING: Introduction, Johnson’s rule for ‘n’ jobs on 2 and 3 machines, CDS heuristic. JOB-SHOP SCHEDULING: Types of schedules, Heuristic procedure, scheduling 2 jobs on ‘m’ machines.

Module: 5

(10 Hours)

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran’s Quality Trilogy, Deming’s 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. Acceptance Sampling – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with stated risk, Control charts for variables – Averages and Ranges, Control Charts for Attributes – Fraction Defective and Numbers Defective, Characteristics of JIT operations.

Recommended Books:

1. Operations Management - Krajewski
2. Operations Management - Mahadevan
3. Production & Operations Management - Chase
4. Production & Operations Management - Adam & Ebert
5. Manufacturing & Operations Management - L.C.Jhamb
6. The Machine that Changed the World – James Womack (Reference)
7. The Goal – Eliyahu Goldratt (Reference)

Reference Books:

1. Production Management- K Ashwathappa
2. Production and Operations management- Panneerselvam
3. Production & Operations Management - Chary

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Subject Code	: MBA32	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

- To identify strengths and weaknesses as an individual, as a member of a group/organization using personality types.
- To understand the concepts of self awareness, self esteem, NLP and Locus of Control.
- To understand Interpersonal growth and effectiveness.

Course Outcomes:

The Students will be able to:

- Understand the components of personal growth.
- Gain insights in the aspects of interpersonal growth and handling conflicts, managing time, self analysis to name a few.

Module 1:**(12 Hours)**

Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanisms; developing a self improvement plan.

Interpersonal Trust: Discovering facets of interpersonal trust through Johari Window

Module 2:

(12 Hours)

Understanding Human Personality: Personality – Meaning & Determinants; Personality theories, Carl Jung's theory of personality Types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B Personalities; Emotional intelligence – Meaning, Dimensions, and Emotionally intelligent Organizations.

Module 3:

(10 Hours)

Attitudes, beliefs, Values and their impact on behavior; Personal change- meaning, nature and requisites. Locus of control. **Habit Formation** - Habits of personal effectiveness. Seven habits of highly effective people.

Module 4:

(10 Hours)

Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming (NLP).

Module 5:

(12 Hours)

Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Life position, scripts and games; strokes and stamps **Experiential learning methodologies:** T-group sensitivity training, encounter groups and appreciative enquiry.

Practical Components:

- 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 , conduct SWOT analysis and prepare a personal growth plan based on the results
- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a neuro linguistic programming workshop for the participation of all HR students.

RECOMMENDED BOOKS:

- Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.
- Human Relations in organizations - Robert N. Lussier, 6/e, Mc-Graw Hill Education.
- Development of Management Skills - Whetten& Cameron, 7/e, PHI.
- Competency Mapping Assessment and Growth - Naik G.P, IHRM, 2010.

REFERENCE BOOKS:

- Understanding OB - Udai Pareek, Oxford University Press.
- Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
- Seven habits of highly effective people - Stephen R Covey, Pocket Books.
- Training in interpersonal Skills- Stephen Robbins, Pearson Education.

MARKETING SPECIALISATION**CONSUMER BEHAVIOR**

Subject Code	:	CIE	:	50	
No. of credits / Week	:	SEE	:	50	Number of Lecture Hours :56
Exam Hours	:	3 Hrs			

Objectives:

- To understand the concept of consumer behavior, decision making by consumers,

behavioral variables and its influences on consumer behavior.

- To comprehend the social and cultural dimensions of consumer behavior.
- To provide an insight of the psychological and behavioral concepts of consumers.

Outcomes:

The student should be able to:

- Explain the background and concepts vital for understanding Consumer Behaviour.
- Identify the role of variables that determines Consumer Behaviour in Social & cultural domain.
- Identifying the psychological and behavioral practices adopted by organizations to enhance the Consumer Behaviour.

Module 1:

(10 hours)

Introduction to consumer behavior: Nature, scope and application; consumer buying process: problem recognition and information search, information processing, alternative evaluation, purchase process and post-purchase behavior; organizational buying behavior; application of consumer behavior in marketing.

Module 2:

(12 hours)

Individual determinants of consumer behavior: perceptions, motivation and involvement, attitude and attitude change, learning and memory, personality and self-concept; Group influences on consumer behavior: Reference groups, family buying influences-buying roles, family decision making and family life cycle, cultural and sub-cultural influences.

Module 3:

(12 hours)

Recent developments in modeling buyer behavior; additional dimensions of consumer behavior: brand loyalty, brand switching, influence of promotions, diffusion of innovations.

Module 4:

(12 hours)

Industrial buying behavior; models of consumer behavior: Nicosia, Howard and Sheth, Engel- Kollat Blackwell; consumer behavior studies in India.

Module 5:

(10 hours)

Consumerism: Definition, meaning, nature and scope, importance of consumerism, effects of consumerism on businesses, effect of consumer court acts and laws-COPRA 1986.

Suggested Readings:

1. Consumer behavior in Indian Perspective by Nair, Suja
2. Assael.H. Consumer behavior and Marketing action, Ohio, South Western, 1995.
3. Schiffman, L G and Kanuk, L L. Consumer Behavior, New Delhi, Prentice Hall of India, 1994.

Case studies in Indian context only

Practical Component:

- Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?.

RECOMMENDED BOOKS:

- Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, 2010.
- Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, 1/e, Cengage Learning
- Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e, TMH,
- Consumer behavior - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
- Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications

REFERENCE BOOKS:

- Consumer Behavior - Henry Asseal, Cenage Learning.
- Consumer Behavior- Satish K. Batra& S H HKazmi, Excel Books.
- CRM – Alok Kumar, Chhabi Sinha, 7/e, Biztantra.
- Customer Relationship Management - Peru Ahamed&Sagadevan, Vikas Publishing.
- Consumer Behavior – Kumar Rajeev, Himalaya Publisher.

RETAIL MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

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

Outcomes:

The student should be able to:

- Find out the contemporary retail management, issues, and strategies.
- Evaluate the recent trends in retailing and its impact in the success of modern business.
- Relate store management and visual merchandising practices for effective retailing.

Unit 1: (8 Hours)

Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing -Current Scenario

Unit 2: (5 Hours)

Theories of Retailing

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

Unit 3:**(14 Hours)**

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

Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.

Unit 4:**(10 Hours)****Store Management and Visual Merchandising:**

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

Unit 5:**(9 Hours)****Relationship Marketing & International Retailing:** Management & Evaluation of

Relationships in Retailing, Retail Audit and ethics in Retailing: Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism

Case Studies**(4 Hours)****Practical Components:**

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks,

mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?

- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

RECOMMENDED BOOKS:

- Retail Management - Levy & Weitz, 8/e, TMH, 2012.
- Retail Management - Chetan Bajaj, Oxford University press.
- Retailing, James R Carver, Patrick m Dunne, Robert F Lusch, 8/e
- Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
- The Art of Retailing - A. J. Lamba, McGraw Hill.

REFERENCE BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
- Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
- Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
- Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
- Retail Management, Functional Principles and Practices, Gibson G Vedamani, 4th Edition, JAICO Publishing House.
- Retail Management, Global perspective, Dr. Harjith Singh, 3rd Revised Edition, S.Chand.

SERVICES MARKETING

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To acquaint the students with the characteristics of services and their marketing

implications.

- To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
- To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

Outcomes:

The student should be able to:

- Develop an understanding about the various concepts and importance of Services Marketing.
- Enhance knowledge about emerging issues and trends in the service sector
- Learn to implement service strategies to meet new challenges

Module 1:

(12 Hours)

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

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

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

Module 2:

(10 Hours)

Gap Model of Service Quality (SERVQUAL Model)

Understanding customer expectation through market research: Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.

Module 3:

(12 Hours)

Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand.

Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies.

Leadership & Measurement system for market driven service performance-key reasons for GAP-2service leadership- Creation of service vision and implementation, Service quality as Profit strategy, Role of service quality In offensive and defensive marketing.

Module 4:**(12 Hours)**

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

servicedelivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Keyintermediaries for service delivery, Intermediary control strategies.

Role of marketing communication-Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. Pricing of services-Role of price and value in provider GAP 4, Role of non-monitory cost, Priceas an indicator of service quality –Approaches to pricing services, pricing strategies.

Module 5:**(10 Hours)**

Marketing of Service with special reference to:

1. Financial Service
2. Health Service
3. Hospitality Services including Travel, Hotel and tourism
4. Educational Services

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 theevery Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery
- Identify any existing services. Locate loopholes in their design and suggest modifications

RECOMMENDED BOOKS:

- Services Marketing-Valarie A Zeithmal& Mary Jo Bitner, 5/e, TMH, 2011
- Services Marketing-Christopher Lovelock, Pearson Education.

REFERENCE BOOKS:

- Services Marketing - RajendraNargundkar, 3/e, TMH, 2010
- Services Marketing - GovindApte, Oxford.
- Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning-2007
- Services Marketing: Operation, Management and Strategy-Kenneth E Clow& David L. Kurtz, 2/e, Biztantra, 2007

MARKETING RESEARCH

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To provide an understanding of the basics of marketing research process.
- To orient on the theoretical and practical aspects of marketing research.
- Encourage the students to take up analytical thinking through research.
- To highlight importance marketing research for enhancing marketing strategies.

Outcomes:**The student should be able to:**

- Comprehend the objectives of Market research & its application in solving marketing problems
- Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.
- Generalize and interpret the data with the help of various measurement techniques.
- To understand the emergence of new trends in research.

Module 1:**(10Hours)**

Introduction: Meaning, scope and importance of marketing research; own vs. agency

Marketing research; marketing information system; meaning, need and components, marketing information system and marketing research; marketing research process-an overview; problem definition, formulation and preparation of research proposal.

Module 2:

(10 Hours)

Research Design and Data Collection

Research Design: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive

Secondary Data: Sources and uses of secondary data, collection of secondary data.

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

Module 3:

(12 Hours)

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

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

Module 4:

(12 Hours)

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

Module 5:

(12 Hours)

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

Practical Components:

- Choose 5 successful products or services and identify the insight behind them through a field survey.

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

BUSINESS MARKETING

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56
Exam Hours	: 3 Hrs				

Objectives:

- To develop an understanding of the various concepts of Industrial Marketing.
- To understand the buying process and marketing channels for industrial goods.
- To acquaint with B-2-B-2-C Strategies and their implementation.
- To analyze various pricing strategies of industrial goods & their implications.
- To understand the significance of E-commerce in Business Marketing.

Outcomes:**The student should be able to:**

- Describe the nature of business markets and the related concepts.
- Familiarize the business buying behavior of industrial customers.
- Analyze business situations in the context of buyer-seller relationships.
- Apply concepts of pricing strategies for industrial goods
- To evaluate the significance of E –Commerce in Business Marketing.

Module 1:**(10 Hours)**

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

Modules 2:**(10 Hours)**

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

Module 3:**(10 Hours)**

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

Business Service Marketing: Special Challenges

Module 4: (14 Hours)

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

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

Module 5: (12 Hours)

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

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

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

Case Studies in Indian context only.**Practical Components:**

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

Semester: III

Finance Specialisation

PRINCIPLES AND PRACTICES OF BANKING

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

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

Course Outcomes:

At the end of the course students are able to:

- Understand the banking system in India
- Know the nature of banker – customer relationship

- Make use of Negotiable instruments practically
- Have familiarity in using banking technologies like internet banking, Mobile banking, NEFT, ECS etc.
- Understand the concept of international banking and management of asset and liability in banks

Module 1:**(10 Hours)**

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

Module 2:**(12 Hours)**

Banker and customer – Types of relationship between banker and customer –

Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure.

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

The Negotiable Instruments Act 1881: Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments- Hundis.

Module 3:**(12 Hours)**

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

Module 4:**(12 Hours)**

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

Module 5:**(10 Hours)**

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

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

Practical Components:

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

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

INVESTMENT BANKING AND FINANCIAL SERVICES

Subject Code : CIE : 50

No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56
Exam Hours	: 3 Hrs				

Course Objectives:

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

Course Outcome:

At the end of the course, the students are able to:-

- Understand the functioning of Investment banking
- Be aware of operation connected with depositories and custodians
- Know how financial services like factoring, venture capital, leasing and hire purchase are provided in the financial system.
- Understand the working of Housing finance and non-banking finance companies.
- Identify the developments happening in micro finance, credit rating and securitization system.

Module 1:**(12 Hours)**

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

Module 2:**(14 Hours)**

Depository System, Venture Capital and Microfinance: Objectives, activities, role of depositories and their services, NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.

Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996-

Registration of depository and participant- Rights and Obligations of depositories and Participants.

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

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

Module 3: (8 Hours)

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

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

Module 4: (10 Hours)

Factoring and Forfeiting, Credit Rating: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India.

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

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

Module 5: (12 Hours)

Leasing: Concept, Types of Lease, Legal frameworks, Problems in leasing,

Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.

(Question Paper: Case study-Problem on financial evaluation of leasing and hire Purchase.)

Practical Components:

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

RECOMMENDED BOOKS:

- Indian Financial System—Khan M. Y, 7/e, TMH, 2011
- Indian Financial System – Machiraju, 4/e, Vikas, 2010
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Financial services - Khan M.Y, 6/e, McGraw Hill, 2011.
- Banking and Financial services- Sharma, Mukund, 1/e edition, Himalaya Publishing House, Mumbai.

REFERENCE BOOKS:

- Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.
- Indian Financial System – Bharati V. Pathak, 3/e, Pearson Education, 2011.
- Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.
- Merchant Banking & Financial services - Vij&Dhavan, 1/e, McGraw Hill, 2011.

ADVANCED FINANCIAL MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56
Exam Hours	: 3 Hrs				

Objectives:

- To understand the management of working capital.
- To understand the techniques of cash, inventory and receivables management
- To comprehend the capital structure
- To assess the dividend policy of the firm

Course Outcome:

At the end of the course, the students are able to:

- Realize the importance of management of working capital in an organization.
- Be aware of the techniques of cash, inventory and receivables management
- Get an overview of capital structure theories
- Understand and assess the dividend policy of the firm

Module 1:

(12 Hours)

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

Module 2: (10 Hours)

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

Module 3: (12 Hours)

Receivables Management – Credit management through credit policy variables, marginal analysis, **Inventory Management**: Determinations of inventory control levels, EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.

Module 4: (12 Hours)

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

Module 5: (10Hours)

Dividend policy – Theories of dividend policy : relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.

(Question paper: 40% theory and 60% problems)

Practical Components:

- Study the working capital financing provided by a Bank and submit the report on the same
- Study the annual report of any two companies and prepare a cash budget for next year.
- Study dividend policy of companies and its impact on shareholders' wealth
- Study implications of bonus issues/stock splits of companies

RECOMMENDED BOOKS:

- Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011

- Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management - I.M. Pandey, 10/e, Vikas, 2011.
- Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.
- Principle of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012

REFERENCE BOOKS:

- Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cenage Learning, 2004.
- Corporate Finance: Ross, Westerfield & Jaffe, – TMH – 8/e, 2010
- Financial Management & Policy - Vanhorne, 12/e, Pearson
- Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.
- Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.

COST MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56
Exam Hours	: 3 Hrs				

Objectives:

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

Course Outcome:

At the end of the course, the students are able to :

- Understand the cost concepts, cost behaviors, and cost accounting techniques
- Get an insight into the use of cost information in support of different strategies
- Comprehend costing methods and techniques appropriate to a variety of businesses
- prepare and interpret budgets and operating results through variance analysis

Module 1:

(12 Hours)

Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs-

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

Module 2:

(10 Hours)

Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead,)

Module 3:

(12 Hours)

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision Making Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing. Process Costing, Contract Costing

Module 4:

(12 Hours)

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets.

Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only .

Module 5:

(10 Hours)

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Module level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC

(Question Paper: 50% Theory and 50% Problems)

Practical components:

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

RECOMMENDED BOOKS:

- Cost Accounting – Khan M. Y and Jain P. K, TMH.
- Management Accounting - Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012.
- A Text book of Cost and Management Accounting – Arora M. N, 11th Edition, Vikas.
- Cost Management: A strategic Approach - Vaidya S. C, Suveera Gill, Macmillan, 2010.
- Cost Accounting- Jawaharlal, & Seema Srivastava, 4th Edition, TMH.
- Accounting & Costing for Management – Sinha P. K, Excel Books, 2010.
- A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House, 2013

REFERENCE BOOKS:

- Principles and Practice of Cost Accounting - Bhattacharyya, 3rd Edition, PHI.

- Managerial Accounting- James Jiambalvo, 4nd Edition, Wiley India Pvt. Ltd.
- Advanced Cost Accounting – Madegowda J, HPH.
- Cost and Management Accounting – Arora M. N, 3rd Edition, HPH.
- Cost Accounting: Theory and Practice - Bhabatosh Banerjee, 13th Edition, PHI.

STRATEGIC CREDIT MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56
Exam Hours	: 3 Hrs				

Objectives:

- To provide an overview of the sound lending decisions by a bank
- To explain the process of evaluation of the loan proposal
- To provide an insight into the different types of loans
- To describe the aspects of NPA management

Course Outcome:

At the end of the course, the students are able to:

- Understand and evaluate the lending decisions by a bank
- Realize the process of evaluation of the loan proposal by banks
- Get an insight into the different types of loans
- Understand management of NPA

Module 1:

(10 Hours)

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

Module 2:

(10 Hours)

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

Module 3:

(16 Hours)

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

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

Module 4:

(8 Hours)

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

Module 5:

(12 Hours)

NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel Norms – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre- sanction appraisal –Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme,

Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies-CIBIL

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SEMESTER III**Human Resource Management Specializations****INDUSTRIAL RELATIONS AND LEGISLATIONS**

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56
Exam Hours	: 3 Hrs				

Course Objectives:

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

Course Outcomes:

The students should be able to

- Gain the insights of IR practices in the industry.
- Develop the knowledge related to employee-management relations
- Implementation of various industrial acts

Module 1:**(10 hours)****Introduction:**

Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India –Historical perspective & post-independence period, Code of Discipline and historical initiatives for

harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India, Trade Union- Meaning, Objectives and Functions

Module 2:**(12 Hours)****Collective Bargaining & Negotiation:**

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

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

Module 3:**(10 Hours)****Grievance procedure and Discipline management:**

Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery,

Grievance procedures, model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

Module 4**(12Hours)****INDUSTRIAL LEGISLATIONS**

Only basic objectives and major provisions of the following legislations:

- Factories Act 1948,
- Industrial Employment (Standing orders) Act, 1946
- Employees' State Insurance (ESI) Act, 1948,
- Maternity Benefit Act, 1961
- Contract Labour Act,
- Shops and Establishments Act
- Child Labour (Prohibition & Regulation) Act, 1986
- Industrial disputes act of 1947

Module 5**(12 Hours)**

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

- Employees Compensation Act in 2013

RECOMMENDED BOOKS:

- Employee Relations Management, P N Singh, Singh P. N., - Pearson Publications, 2011.
- Dynamics of Industrial Relations, Mamoria&Mamoria, Himalaya Publications, 2012
- Human Resource Management Principles & Practice, Aquinas, Vikas Publication.
- Personnel Management & Industrial Relations, Nair N G, Nair L, S. Chand Limited, 2001
- Essentials of Human Resource Management and Industrial Relations, Subba Rao, 3rd Revised edition, Himalaya Publishing House, 2010.
- Industrial Relations and Labor laws, SC Srivastava, 5th Edition, Vikas Publications.
- Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004.
- Industrial Relations and Labour Legislations, Piyali Ghosh & Shefali Nandan, TMH.
- Labor Industrial Laws, Dr. V. G. Goswami, Eighth Edition, Central Law Agency, Allahabad

REFERENCE BOOKS:

Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004.

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

COMPENSATION MANAGEMENT

Subject Code	:	CIE	:	50	
No. of credits / Week	:	03	SEE	:	50
Exam Hours	:	3 Hrs			
				Number of Lecture Hours	:56

Course Objectives

- To know the theoretical and practical developments in the area of compensation and benefits.
- To discuss the strategic importance of compensation for the achievement of organizational goals.
- To understand the relationship between compensation objectives and business strategy.
- To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Course Outcomes:

The students will be able to

- Gain insights of various conceptual aspects of Compensation and Benefits.
- Determine the performance based compensation system for business excellence.
- Understand the Legal & Administrative Issues in Compensation Global Compensation

Module 1:**(10 Hours)**

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs.

Module 2:**(12 Hours)**

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Internal Structure

Job Evaluation: Definition of Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure- various methods of calculation of compensation: Straight Piece Rate Method, Flat Time Rate Method, Halsey Premium Bonus Plan, Rowan Premium Bonus Plan, Taylor Differential Piece Rate Method

Module 3:**(12Hours)**

Determining External Competitiveness and Benefits Management:

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

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

Module 4:**(10 Hours)**

Performance Based Compensation System:

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

Module 5:**(12 Hours)**

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

Practical Components

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in an automobile manufacturing organization.

RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2nd edition, Excel BOOKS, 2012.
- Compensation, Milkovich & Newman, 6th edition, Irwin/McGraw-Hill.
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.

REFERENCE BOOKS:

- Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
- Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
- Compensation Management, ErSoniShyam Singh, Excel Books.

Management of Training and Development

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	:56
Exam Hours	: 3 Hrs				

Module 1: (12 Hours)

Learning- Meaning and importance, objectives of learning, adult learning and classification of adult learning programmed learning, individual and self directed learning. Education- Definition and benefits, Training- concept of training, training vs development, need for training, objectives of training, significance of training. Responsibility for training. Training as sub system of HRD.

Module 2: (10 Hours)

Training need assessment- Concept and purpose, Identify training objectives, process of conducting need assessment and levels of training need assessment.

Module 3: (10 Hours)

Training Methods and Techniques- on -the job training methods- job instruction training (JIT), Coaching, Mentoring, job rotation, Training by supervisors and training by experience workman, off-the job training-Lecturers, Conference method, Seminar or Team Discussion, Case Studies,

(learning by doing) (Teaching by the machine method) Role playing, programmed Instruction, T Group training, Audio-visual aids, planned & supervised reading programmes, Retraining. Workers education scheme, evaluation of training programmes. Transactional analysis.

Module 4:

(12 Hours)

Training Intervention- Learning experience and building organizational capability, employee capability, teams- concept of team, team building, cross and inter-positional training and leadership training, training for international assignments

Module 5:

(12 Hours)

Executive development, Career Management-Concept objectives, development planning process, types of EDP's and MDP's. Career Management- Models of Career development, dual career paths, Managing career breaks and future of T & D.

Recommended Books.

1. Training in Organizations- Goldstein, I.L. & Ford, J.K. (2009), Cengage Learning
2. Employees Training and Development- Raymond Noe, A. (2008), McGraw Hill Publication
3. Effective Training: Systems, Strategies and Practices- Blanchard, P. N. & Thacker, W. J. (2008), Pearson Education
4. Human Resource Management by P.Subba Rao, VSP, Rao; Konark Publishing Houses, Mumbai
5. Managing Human Resource by Subas Gurg & S C Jain, Arihant Publications, Jaipur
6. Training and Development- Pandu Naik G, Excel Books, 2007

COUNSELING SKILLS FOR MANAGERS

Subject Code	:		CIE	:	50		
No. of credits / Week	:	03	SEE	:	50	Number of Lecture Hours	:56
Exam Hours	:	3 Hrs					

Module 1: (12 Hours)

Counseling: Introduction, approaches, goals, process, procedures, counseling skills, changing behavior through counseling. Emergence and growth of counseling services.

Module 2: (10 Hours)

Counseling process-Beginning, developing and terminating a counseling relationship and follow- up.

Module 3: (10 Hours)

Attitude, skills, qualification, and experience require for a counselor. Roll of counselor in counseling process.

Module 4: (12 Hours)

Assessing clients problems, selecting counseling strategies and intervention-changing behaviour through counseling.

Module 5: (12 Hours)

Special problems of employees which need counseling; application of counseling to organizational situations with a focus on personal and performance counseling.

Recommended Books:

1. Corner, L S. and hackney, H the professional counselors process guide to helping. englewood cliffs,New jersey, prentice hall inc.,1987
2. Maclelland, Nigel counseling for managers.Aldershot, grover1996
3. Moursund J.the process of counseling A skills approach.Methuen 1980.
4. Moursund,j.the process of counselling and therapy. 2 nd Ed.Englewood cliffs,new jersey,prentice hall inc.,1990

KNOWLEDGE MANAGEMENT

Subject Code : CIE : 50

No. of credits / Week : 03
Exam Hours : 3 Hrs

SEE : 50 Number of Lecture Hours :56

Course Objectives:

- To understand the fundamental concepts of Knowledge management.
- To discuss the current trends in knowledge management and their manifestation in business
- To analyze and build communities of practice to contribute and share knowledge

Course Outcomes:

The students will be able to

- Gain insights about the concepts of knowledge management.
- Enable with the architecture and models of knowledge management
- Learn knowledge management lifecycle and dissemination

Module 1:

(9 hours)

Understanding knowledge: the core of business: What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Knowledge, Intelligence. Experience, Common sense. Cognition and KM. Types of Knowledge, Knowledge Management architecture and Implementation Strategies.
Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion.

Module 2:

(13 hours)

The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle.
Knowledge sharing and communities of practice: The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools.

Module 3:

(12 hours)

Knowledge application: KM for Individuals, Communities and Organizations, Future Challenges for KM. Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application

The role of organizational culture: Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals, Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models, KM Maturity Models, CoP Maturity Models,

Module 4:

(12 hours)

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

Module 5:

(10 hours)

The KM team & learning organizations: learning organization: The mystique of learning organization, learning and change, RICE Model. Major Categories of KM Roles, Senior Management Roles, KM Roles and Responsibilities within Organizations, the KM Profession. Ethical, legal and managerial issues.

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Knowledge Management, RatnajaGogula, ICFAI University Press, 2002.

- Handbook on knowledge management, Holsapple, Springer Verlag, 2003.
- Knowledge Management: Systems and Processes, Fernandez Irma Becerra, Sabherwal Rajiv, Prentice Hall India.

SEMESTER IV**INTERNATIONAL BUSINESS MANAGEMENT**

Subject Code	: MBA41	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To understand the basic concepts, processes and key elements of a supply chain.
- To provide insights for establishing efficient, effective, and sustainable supply chains.
- To explain the role of technology in supply chain planning, visibility, and execution.

Outcomes:**The student should be able to:**

- Demonstrate knowledge of the functions of logistics and supply chain management.
- To relate concepts and activities of the supply chain to actual organizations.
- Highlight the role of technology in logistics and supply chain management.
- Evaluate cases for effective supply chain management and its implementation.

Module: 1**(10 Hours)**

Introduction to International Business; Nature and Scope of International Management. Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, process of internationalization, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India's Attractiveness for International Business.

Module: 2**(10 Hours)**

International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Heckscher-Ohlin Theory., Vernon's Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment.

Module: 3**(16 Hours)**

Formulating Strategy for International Management; Strategy as a Concept, Implementing Global Strategy. International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional

Investment. International organisation and control: Organizational structures; Control procedures; Location of decision making, Role of Subsidiaries, Organizational Control, Bartlett & Ghoshal's Model of TNCs.

Module: 4

(10 Hours)

Economic Integration and International Cartels: EU, NAFTA, SAARC, ASEAN, BRICS, OPEC **International Financial**

Organisations: IMF, World Bank

HRD in globalization era, need for developing HR in global Contest.

Module: 5

(10 Hours)

Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences. , Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, Cross- Culture Communication and negotiation.

Case Studies in Indian context only.

Practical Components:

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

RECOMMENDED BOOKS:

1. Tamer Cavusgil, Gary Knight (2010). International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
2. K Aswathappa(2008). International Business, Tata Mcgraw Hill.
3. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008). International Management: Culture, Strategy And Behaviour, Pearson Education.
4. Deresky (2010). International Management: Managing across borders and culture. Pearson Education
5. International Business – Charles Hill
6. International Business Environment & Operations – John D.Daniels
7. International Business Environment – Bhalla and Raju

BUSINESS LAW AND POLICY

Subject Code	: MBA42	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To understand the legal environment of business and complexities faced by businesses.
- To learn various legal provisions under Indian Companies Act.
- To understand the importance of Corporate Social Responsibility

Course Outcome:

At the end of the course students will be able to:

- Demonstrate awareness towards legal and regulatory context of business
- Recognize and appropriately respond to ethical, legal and strategic concerns relating to human resource and organizational management.

- Gain insights into various acts and understand the significance of corporate governance

Module 1: (12 Hours)

Indian Contract Act, 1872-meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency. Bailment and Pledge meaning rights and duties of bailor and bailee.

Module 2: (10 Hours)

Companies Act 1956- Meaning and features, kinds of companies, registration and incorporation, Memorandum of Association,& Articles of Association, Prospectus. Winding up of companies

Module 3: (10 Hours)

Miscellaneous Acts-Meaning, scope and objectives of: (a) Intellectual Property Law (relating to patents, copyrights and trademarks): (b) Consumer Protection Act 1986 and (c) Environment Protection Act 1986,

Module 4: (12 Hours)

Indian Partnership Act 1932 - THE NATURE OF PARTNERSHIP- Introduction of a partner- Admission of the partner -Retirement of a partner- Expulsion of a partner - Insolvency a partner - Liability of estate of deceased partner

Module 5: (12 Hours)

Corporate Governance: Introduction, Definition, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance. Obligation to society, investors, employees and customers, managerial obligation, Indian cases

Practical Components:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on the relationship between Business, Law and Society in Indian context
- Case studies/Role plays related ethical issues in business with respect to Indian context.
- Students to collect, analyse and discuss MA, AA & Prospectus of a company.
- Organize a programme on consumer awareness and consumer rights.

RECOMMENDED BOOKS:

- Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government – Francis Cherunilam, HPH.
- Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
- Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
- Business Law for Managers, Goel P. K, Biztantra, 2012.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

REFERENCE BOOKS:

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

MARKETING SPECIALISATION**SALES MANAGEMENT**

Subject Code	:	CIE	:	50	
No. of credits / Week	:	03	SEE	:	50
Exam Hours	:	3 Hrs		Number of Lecture Hours	:
					56

Objectives:

- To provide an understanding of the concepts, techniques and approaches in Sales Management.
- To emphasize on the Sales Manager's problems and dilemmas.
- To develop skills for generating, evaluating and selecting sales strategies.

Outcomes:**The student should be able to:**

- Know the distinction between the skills required for selling and sales management.
- Develop a plan for organizing, staffing and training the sales force.
- Organize sales territories to maximize selling effectiveness.
- Evaluate sales management strategies

Module: 1**(10 hours)**

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

Module: 2**(14 hours)**

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

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

Module : 3**(12 hours)**

Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. **Sales management job:** Standard sales management process-international sales management -international market selection, market survey approach or strategy

Module: 4**(10 hours)**

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

Module : 5**(10 hours)**

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

Case Studies in Sales Management**Practical component:**

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

RECOMMENDED BOOKS:

- Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.

- Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
- Sales & Distribution Management, A. Nag, McGraw Hill, 2013

REFERENCE BOOKS:

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

INTEGRATED MARKETING COMMUNICATIONS

Subject Code	:	CIE	:	50	
No. of credits / Week	:	03	SEE	:	50
Exam Hours	:	3 Hrs	Number of Lecture Hours	:	56

Objectives:

- To build a comprehensive framework for integrated marketing communications.
- To study the advertising, publicity, personal selling, direct marketing and sales promotion.
- To enhance knowledge of emerging trends in integrated marketing communications.

Outcomes:**The student should be able to:**

- Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
- Ability to create an integrated marketing communications plan which includes promotional strategies.
- Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies

Module: 1**(10 Hours)**

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

Module: 2

(8 Hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. **Advertising objectives and Budgeting:** Goal setting – DAGMAR approach, various budgeting methods used.

Module: 3

(14 Hours)

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

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

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

Module: 4

(12 Hours)

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

Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity **Public relation/ Publicity:-** Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Module: 5

(12 Hours)

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

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

Case studies in Indian context only

Practical Components:

- Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles. cold drinks, jeans, mobiles etc.
- Observe a marriage in your family and write about how you would 'event manage' it?
- Take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why?
- Students can do a survey on effective media communications.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

E-MARKETING

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To understand the important concepts related to e-marketing
- To learn the use of different electronic media for designing marketing activities.
- To acquaint the students with the latest techniques of e-marketing.

Objectives:**The student should be able to:**

- Recognize appropriate e-marketing objectives.
- Appreciate the e-commerce framework and technology.
- Illustrate the use of search engine marketing, online advertising and marketing strategies.

Module: 1**(10 Hours)**

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

Module: 2**(12 Hours)**

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

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

Module: 3**(10 Hours)**

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

Module: 4**(12 Hours)**

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

Module: 5**(12 Hours)**

Evaluating Performance and Opportunities: Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing – Media Coverage Emerging Issues: Online Governance and ICANN – Jurisdiction – Fraud – Consumer Loyalty of Website-Services – The Quadratic Effect of Flow – Role of Technology Readiness in Developing Trust and Loyalty for E-Services in Developing Countries

Practical Component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

BRAND MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To appreciate the relationship between corporate strategy and Brand Management.
- To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
- To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Outcomes:**The student should be able to:**

- Develop skills for managing brands strategically.
- Compare and contrast the elements of product and brand management.
- Assess growth-opportunities for brands, e.g., brand extension strategies
- Critique the different measures of brand equity.

Module: 1**(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, Retailstores, places, online, entertainment, ideas, challenges to Brand builders

Brand Management-Meaning & Definition.

Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong

Indian Brands

Module: 2**(12 Hours)**

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

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

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

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

Module: 3

(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, Packaging.

Module: 5

(12 Hours)

Designing and sustaining branding strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation.

Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Module: 6

(12 Hours)

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization.

Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.

Case studies

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, analyse its positioning and how would you reposition it?
- Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
- Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

RECOMMENDED BOOKS:

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

- Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India.
- Brand Imitations – Dr S Kaplan, Dr S Pandey , 1/e, HPH, 2004.
- Brand Management, Tapan Panda, 2/e, Excel Publication.

REFERENCE BOOKS:

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

RURAL MARKETING

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To provide a conceptual understanding on the Rural Marketing with special reference to Indian context.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

Outcomes:**The student should be able to:**

- Highlight the characteristics of Indian rural markets and describe the differences between rural and the urban economy
- Analyze the roadblocks of Indian rural market and advocate solutions for the problems of rural markets.
- Emphasize the different strategies adopted by Indian companies for rural markets.
- Apply the strategies to be adopted for influencing the rural consumers.

Module: 1**(10 Hours)**

Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

Module: 2**(12 Hours)**

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection,

Module: 3**(12 Hours)**

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

Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies

Rural marketing of financial services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services

Module: 4**(10 Hours)**

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

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

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

Module: 5**(12 Hours)**

Marketing of agricultural produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce. Marketing of rural artisan products, Characteristics of Indian handicrafts industry, Challenges for rural artisan sector, Government policy towards handicrafts sector, marketing strategies for the development of rural artisan sector

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

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.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SEMESTER IV

Finance Specialisation

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

- To facilitate understanding of corporate merger and acquisition activity and restructuring
- To communicate to the students the role that M&A plays in the contemporary corporate world.
- To understand how to use M & A as a strategic tool.
- To compare and contrast the various forms of corporate restructuring.
- To assess human and cultural aspects of M&A's.

Course Outcome:

At the end of the course, the students are able to:

- Understand corporate merger and acquisition activity
- Analyze the mergers & acquisition deals that have taken place in the recent past.
- Understand synergies of mergers & acquisition deals.
- Compute the valuation associated with M&A.
- Understand the human and cultural aspects of M&A's

Module: 1**(10 Hours)**

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

Module: 2**(12 Hours)**

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance- buyback of shares.

Module: 4**(10 Hours)**

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

Module: 5**(12 Hours)**

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase-pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956

Module: 5**(12 Hours)**

Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Practical component:

- Pick up any latest M&A deal.
- Generate the details of the deal and then study the deal in the light of the following.
- Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
- Synergies likely to emerge to the combining and the combined firm(s) from the deal
- The valuation for the merger
- The basis for exchange rate determination

RECOMMENDED BOOKS:

- Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
- Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.
- Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.
- Mergers, Ramanujam et al, TMH, 2003.
- Advanced Accounts Vol. 2 – Shukla & Grewal, S.Chand& Sons.
- Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press, 2011.

REFERENCE BOOKS:

- Value Creation from Mergers And Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
- Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
- Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
- Corporate Restructuring, Bhagaban Das, DebdaRaskhit and SathyaSwaroopDebasish, Himalaya Publishing, 2009.
- Business Legislation for Management, M.C. Kuchhal and VivekKuchhal, 4/e, Vikas Publishing House, 2013.

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TAX MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

- To provide the students with a comprehensive understanding of residential status in tax laws
- To acclimatize the students with process of computing tax liability of Individuals
- To understand corporate taxation system in the country
- To know the deductions and exemptions available in the tax laws
- To Provide Insight into GST

Course Outcome:

At the end of the course, the students are able to:

- Understand the process of computing residential status.
- Realize the complexities involved in tax liability of Individuals
- Know the corporate tax system.
- Be aware of deductions and exemptions of taxes
- Understand working of GST system in the country

Module: 1**(12 Hours)**

Basic concepts: charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee) and Explanation under various heads of income. Income from salary (Basic problems), Income from House Property

Module: 2**(12 Hours)**

Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

Module: 3**(12 Hours)**

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory & problems), deductions from capital gains. Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses.

Module: 4**(10 Hours)**

Computation of tax liability of a firm and partners. Computation of taxable income of a company. Corporate dividend Tax.

Module: 5**(10 Hours)**

Introduction to GST, Levy and exemption, Time and value of supply, Administration of GST. Introduction to Customs duty.

Practical Components:

?? Understanding the usage of software package while calculating different taxes

?? Preparation of Income tax returns of Individual assesses.

?? Preparation of sales tax returns

?? Studying the online submission of Income tax returns

Recommended Books:

- Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, ,Taxman Publications,
- Direct Tax – Lal &Vashisht – Pearson Ed. 28E.
- Students Guide to Income Tax Vinod Singhania and Kapil Singhania, – Taxman Publications
- V S Datey – Indirect Taxes – Taxman Publications.

Reference Books:

- Mehrotra- Direct Tax – SahityaBhavan
- T N Manoharan- Students Guide to Income Tax – Snow White

INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives

- To provide an understanding of the international economic and financial environment.
- To explain the foreign exchange rate determination, including the foreign exchange and derivatives markets.
- To describe foreign exchange exposure measurement and management.

- To provide an understanding the financial management aspects of the MNC.
- To explain the functioning of world financial markets and institutions.

Course Outcome:

At the end of the course, the students are able to:

- Be aware of international economic and financial environment.
- Understand foreign exchange rate determination.
- Know foreign exchange exposure measurement and management.
- Comprehend the financial management aspects of the MNC.
- Understand the functioning of world financial markets and institutions.

Module: 1

(8 Hours)

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

Module: 2

(14 Hours)

International flow of funds and International Monetary system:-

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

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

Module: 3

(10 Hours)

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

Module: 4

(12 Hours)

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

Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

Module: 5**(12 Hours)**

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

(Question Paper: 50% Theory and 50% Problems)

Practical Component:

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

RECOMMENDED BOOKS:

- International Financial Management - Jeff Madura, Cengage Learning 2008. International Finance Management - Eun& Resnick, 4/e, Tata McGraw Hill.
- International Financial Management – MadhuVij, Excel BOOKS, 2010.
- International Financial Management – Apte P. G, 6/e, TMH, 2011
- Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.

REFERENCE BOOKS:

- International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
- International Finance – ImadMoosa, 3/e, Tata McGraw Hill, 2011.
- International Financial Management – Vyuptakesh Sharan, 6/e, PHI, 2011.
- Multinational Financial Management–Alan C. Shapiro, 10/e, Wiley India Pvt. Ltd., 2011.
- International Financial Management – Jain, Peyrard& Yadav, Macmillan 2010.
- International Finance – Thomas O’Brien, Oxford University Press, 2010.

FINANCIAL DERIVATIVES

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To understand the features of financial derivatives.
- To hedge risk and practice risk management using derivatives.
- Explain the use of options and futures contracts for tactical portfolio strategies purpose
- To provide an understanding of pricing financial derivatives, including familiarity with some central techniques, like the binomial model, and the Black-Scholes model
- To explain the fundamentals of credit risk management and Value at Risk

Course Outcome:

At the end of the course, the students are able to:

- Know the features of financial derivatives.
- Understand the risk management process using derivatives.
- Realize use of options and futures contracts
- Understand the pricing of financial derivatives.
- Be aware of fundamentals of credit risk management and Value at Risk

Module: 1**(10 Hours)**

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

Module: 2**(12 Hours)**

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

Module: 4

(14 Hours)

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

Module: 3

(10 Hours)

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

Module: 5

(10 Hours)

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

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

(Question Paper: 50% Theory and 50% Problems)

Practical Components:

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

RECOMMENDED BOOKS:

- Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
- Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010
- Options & Futures- Vohra & Bagri, 2/e, TMH
- Derivatives- Valuation & Risk Management - Dubofsky& Miller, Oxford University Press, 2005.

- An introduction to derivatives and risk management, Chance, Cengage, 9th edition.

REFERENCE BOOKS:

- Derivatives, Principles and Practice, Sundaram& Das, Mc Graw Hill, 2013
- Risk Management, VaijanathBabshetti& Prakash B. Yaragol, 1st edition, Kalyani Publishers, 2014.
- Introduction to Derivatives and Risk Management – Don M. Chance, Cenage Learning, 2008.
- Financial Derivatives- Bishnupriya Mishra and SathyaSwaroopDebashish, Excel BOOKS, 2007.
- Options & Futures –Edwards & Ma, 1/e, McGraw Hill.
- Derivatives & Financial Innovations - Bansal, TMH.
- Financial Derivatives –Kumar S. S. S, PHI, 2007.
- Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2011.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

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

Module: 1

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
 Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds:, Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Module: 2

12 hours

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

Module: 3

14 hours

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets

Module: 4

10 hours

Fundamental analysis and Technical analysis, Market Efficiency and Behavioral Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioral Finance – Interpretation, Biases and critiques.

Module: 5

10 hours

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Practical Components:

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

5. Students can study the mutual funds schemes available in the market and do their Performance evaluation.

RECOMMENDED BOOKS:

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
5. Security Analysis & Portfolio Management – PModulehavathy Pandian, 2/e, Vikas, 2005.
6. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House, 2010.
7. Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 2011.
8. Investment Analysis & Portfolio Management– Reilly, 8/e, Cengage Learning.
9. Investments: Principles and Concepts – Charles P. Jones, 11/e, Wiley, 2010.

REFERENCE BOOKS:

1. Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001. 58
2. Security Analysis & Portfolio Management – Nagarajan K & Jayabal G , 1/e, New Age international, 2011.
3. Investment – An A to Z Guide, Philip Ryland, 1/e, Viva Publishers, 2010.
4. Guide to Investment Strategy-Peter Stanyer, 2/e, Viva Publishers, 2010.
5. Security Analysis & Portfolio Management – Sayesh N. Bhat , 1/e, Biztantra, 2011.
6. Security Analysis & Portfolio Management– DhaneshKhatri , Macmillan , 1/e, 2010.
7. Security Analysis & Portfolio Management – Avadhani V. A, HPH

SEMESTER IV**Human Resources Management****PUBLIC RELATIONS**

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objective:

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

Course Outcomes:

The students will be able to

- Gain the insights of Public relations principles and practices.
- Learn the various theories of mass communication
- Understand the various issues in crisis management

Module 1:**(12 Hours)**

Public Relation: Meaning, Concepts of PR -Proactive and Reactive Approaches – Public Relations Process – Behavioral Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – 20 great truths about Public Relations

Module 2:**(12 Hours)**

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

Module 3:**(12 Hours)**

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism Case: Community Relationships Maintained During Hospital Closing (CJSS), Media of Employee Communication

Module 4:**(10 Hours)**

Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations Case: Fatal Tiger Attack at San Francisco Zoo (LLHT) Case: There's a Syringe in My Pepsi Can (CJSS)

Module 5

(14 Hours)

Issues in Public Relations/Crisis Management – public relations challenges –Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of Compromise –Issue Anticipation – Scenario Technique.

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

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

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

Practical Component:

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

RECOMMENDED BOOKS

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

REFERENCE BOOKS:

- Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004.
- Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003.
- An Overview of the Public Relations Function - Shannon A. Bowen, Reprint Edition, Business Expert Press, 2010.
- Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

EMERGING TRENDS IN HR PRACTICES

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Module 1: (10Hours)

The changed role of HR in organizations with respect to leading the change to work operations challenges of sustainability with reference to retention and talent management for competitive advantages; Learning organization learning, collective learning.

Module 2: (12 Hours)

HR in international context: Issues that change the context, differences between HRM domestic and international perspectives, linking hr to international expansion ,international recruitment at different levels issues in staff selection and retention, performance management criteria's used, factors associated, evaluation systems. Training and development, expatriate training, developing international teams, managing virtual teams, compensation management, objectives and approaches, repatriation process, Labor relations.

Module 3: (12 Hours)

Re-Engineering HR-Functions and processes, implementing re-engineering changes in employees and work methods in employees

Module 4: (12Hours)

HRD Accounting and audit :HRD Introduction, need and objectives ,methods and valuation models, benefits of.HRD Audit: Meaning, methodology issues, audit instruments, HRA Scorecard, report.

Module 5: (10 Hours)

Emerging issues: HRIS and maintenance employ counseling and mentoring identification of talent and grooming employees employee retention.

Recommended Books:

1. Personnel management, text and cases ,author: C B Mamoria and S V gankar, pub: Himalaya publications.
2. HRD Audit :T.V.Rao pub:”Response books”leading HR,
3. Delivering compentitive advantages author: clive morton,Andrew new all,jon speakes pub:jaico publishing house 1st edition
4. Re-engineering of human resources author: lyle spencer(jr)pub:john wiley and sons.
5. International HRM-Managing people in international context,author:dowling,wech pub:Thompson learning,south western publications.

WORKPLACE ETHICS AND VALUE SYSTEMS

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

- To understand the ethical practices at workplace.
- To address the ethical issues which arise in the work environment.
- To acquaint students with various ethical problems at work place.

Course Outcomes:

The students will be able to

- Learn the principles and practices of workplace ethics.
- Understand the concepts of corporate governance and ethics.
- Gain insights of Discrimination and Harassment at Workplace

Module 1: (10 Hours)

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

Module 2: (12 Hours)

Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behaviors. Measures to control unethical behaviors. Rewarding ethical behavior

Module 3: (12 Hours)

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

Module 4: (10 Hours)

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

Module 5: (12 Hours)

Teamwork in the Workplace, Ethics, Discrimination and Harassment at Workplace & Ethics:

Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics. Discrimination, sexual harassment, creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan –Supreme Court directions, Compulsory workplace guidelines.

Practical Components:

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

RECOMMENDED TEXT BOOKS:

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

- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.

REFERENCE BOOKS:

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

CHANGE MANAGEMENT

Subject Code : CIE : 50

No. of credits / Week : 03 SEE : 50 Number of Lecture Hours : 56
 Exam Hours : 3 Hrs

Course Objectives:

- To understand the concepts of change management and to acquire the skills required to manage any change effectively.
- To understand the various components and constraints involved in Change management.
- To learn the various tools & techniques for Organization Development
- To understand the different OD interventions and its effectiveness.

Course Outcomes:

The students will be able to

- Gain insights of change management components, process and its functions
- Enable with various OD diagnosing models
- Ability to handle various OD interventions.

Module 1:**(10 Hours)**

Organizational change- Introduction, nature of change, Internal & External changes, types of change, **Models of change-** Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Module 2:**(10 Hours)**

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Module 3:**(10 Hours)**

Organization development-Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Process of Organization Development: Entering into OD relationship, developing a contract.

Module 4:**(10 Hours)**

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Module 5:**(16 Hours)**

Human Process Interventions: Human process interventions (individual, group and inter-group human relations): **Individual based:** coaching, counselling, training, behavioral modelling, delegating, leading, morale boosting, mentoring, motivation, etc., **Inter-group based:** Organization mirroring, third party peacemaking interventions.

Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; **Strategic Interventions:** Competitive and Collaborative Strategies, Organization Transformation. **The Future of OD**

Practical Component:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.

RECOMMENDED BOOKS:

- Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, Cengage Learning.
- Understanding the theory and design of organization, Richard L Draft, Cengage Learning.
- Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
- Organization Change and Development, Kavith Singh, Excel BOOKS.

REFERENCE BOOKS:

- Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed.
- Management of Organizational Change – K Harigopal – Response BOOKS, 2001
- Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

STRATEGIC TALENT MANAGEMENT

Subject Code	:	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

- To aware the challenges of acquisition and retention of talents for the competitive advantage of the organization.
- To develop a conceptual understanding of the management of talents in the competitive environment.
- To understand how important is to develop and retain the best talents in the industry.
- To understand the concepts of competency and its usage in evaluating a person's work.
- To get an idea about different tools in identifying required competencies in a person.

Course Outcomes:

The students will be able to

- Gain the insights of talent management practices in organization.
- Learn the techniques and retail the best talent in industry.
- Prepare competency mapping.

Module 1:

(10 hours)

Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, **Talent Management System** – Components and benefits of Talent Management System; creating TMS, challenges of TMS,

Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

Module 2:

(8 hours)

Talent Planning – Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning,

Module 3:

(12 hours)

Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.

Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model.

Module 4:

(14 hours)

Methodology of competency mapping : competency model development, competency models, people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, competency based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.

Module 5:

(12 hours)

Measuring Performance, Assessment and Development Centre: background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement.

Assessment and Development Centre : concepts, importance and uses of assessments centre in selecting employees, difference between assessment and development centre, assessment centre approach to competence building, profile of the assessors, steps in assessment centre, designing the assessment centre.

Practical Component:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Discussion on “How to have/ evaluate the performance of the MBA students”
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.

- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Presentation by students about the competency directory profiling of various positions.

RECOMMENDED BOOKS:

- The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill
- Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
- A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
- Competency mapping, Assessment and Growth – Naik G.P, IIHRM, 2010.

REFERENCE BOOKS:

- The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
- Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
- Performance Management – Herman Aguinis, Pearson Education, 2007.
- Performance Management, Rao, Wiley.

