

Sharnbasva University, Kalaburagi
Scheme of Teaching & Evaluation w.e.f 2022-23
Choice Based Credit System (CBCS)
Faculty of Business Studies - MBA Programme

Semester: I

Sl. No.	Course Code	Course Title	Teaching & Learning (Hrs. per week)		Practical/ Project/ Field Work	Examination				Credits
			Lecture	Discourse/ Self-Study / Assignments		Duration (hrs.)	CIE	SEE	Total	
1	20MECC11	Managerial Economics	2	6	0	3	50	50	100	4
2	20FRSCC12	Financial Reporting, Statements and Analysis	2	6	0	3	50	50	100	4
3	20MBACC13	Quantitative Techniques	2	6	0	3	50	50	100	4
4	20CABCC14	Computer Applications for Business	2	6	0	3	50	50	100	4
5	20MOBCC15	Management and Organizational Behavior	2	6	0	3	50	50	100	4
6	20BCCC16	Business Communication	2	6	0	3	50	50	100	4
7	20MBATP17	Term Paper	-	6	6	-	50	50	100	4
		Total					300	350	700	28

Note:

1. Term paper consists of Report writing & Presentation at the end of semester.

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Semester: II

Sl. No.	Course Code	Course Title	Teaching & Learning (Hrs. per week)		Practical/ Project/ Field Work	Examination				Credits
			Lecture	Discourse/ Self-Study / Assignments		Duration (hrs.)	CIE	SEE	Total	
1	20IEBCC21	Indian Ethos & Business Ethics	2	6	0	3	50	50	100	4
2	20CFCC22	Corporate Finance	2	6	0	3	50	50	100	4
3	20CSCC23	Corporate Strategy	2	6	0	3	50	50	100	4
4	20RMCC24	Research Methodology (Open Elective)\	2	6	0	3	50	50	100	4
5	20HRMCC25	Human Resources Management	2	6	0	3	50	50	100	4
6	20MMCC26	Marketing Management	2	3	3	3	50	50	100	4
7	20EDCC27	Entrepreneurship Development/MOOC	2	3	3	3	50	50	100	4
8	20MBAIT28	Internship	--	6	6	--	50	50	100	4
		Total				--	400	400	800	32

Note:

1. Four Weeks of Internship Training at the end of the II Semester

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Semester: III

Sl. No.	Course Code	Course Title	Teaching & Learning (Hrs. per week)		Practical/Project/Field Work	Examination				Credits
			Lecture	Discourse/ Self-Study / Assignments		Duration (hrs.)	CIE	SEE	Total	
1	20MBACE31	MOOC/Micro & Small Business Management	2	6	0	3	50	50	100	4
2	20MBAE3XX	Major Elective 1	2	6	0	3	50	50	100	4
3	20MBAE3XX	Major Elective 2	2	6	0	3	50	50	100	4
4	20MBAE3XX	Major Elective 3	2	6	0	3	50	50	100	4
5	20MBAE3XX	Minor Elective 1	2	6	0	3	50	50	100	4
6	20MBAE3XX	Minor Elective 2	2	6	0	3	50	50	100	4
		Total	-	-	-	-	300	300	600	24

Note:

Marketing (Electives)	Human Resource Management (Electives)	Finance (Electives)
M1 - Consumer Behavior	H1 - Manpower Planning, Recruitment, and Selection	F1 - Investment Analysis and Portfolio Mgmt.
M2 - B2B Marketing	H2 - Employee Relations	F2 - Managing Banks and Financial Institutions
M3 - Retail Management	H3 - Counseling Skills for Managers	F3 - Project Appraisal and Finance
M4 - Sales and Distribution Management	H4 - Compensation and Benefits Management	F4 – Corporate Valuation
M5 - Rural Marketing	H5 - Performance Management Systems	F5 - Financial Markets and Services
M6 - Integrated Marketing Communications/ Promotion Strategy	H6 - Team Dynamics at Work	F6 - Mergers, Acquisitions and Corporate Restructuring
M7 - Digital and Social Media Marketing	H7 - Strategic HRM	F7 - Financial Derivatives
M8 - Product and Brand Management	H8 - International HRM	F8 - International Finance
M9 - Services Marketing	H9 - Cross Cultural Management	F9 - Behavioral Finance
M10 - International Marketing	H10 - Management of Training and Development	F10 - Taxation

Note:

1. Major Electives: Choose any THREE courses from any one stream given above.
2. Minor Elective: Choose any TWO courses from one stream from the rest of the two streams (Not from the major elective stream)

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Semester: IV

Sl. No.	Course Code	Course Title	Teaching & Learning (Hrs. per week)		Practical/ Project/ Field Work	Examination				Credits
			Lecture	Discourse/ Self-Study / Assignments		Duration (hrs.)	CIE	SEE	Total	
1	20MBAPR41	Major Project Report (MPR) with Viva Voce	-	-	-	-	150	150	300	12
		Total					150	150	300	12

Note: Sixteen weeks of Major Project Report (MPR) during the IV Semester

MBA I Semester – Syllabus

MANAGERIAL ECONOMICS

Course Code	: 20MECC11	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:

(14 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.

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.

Module 3: (08 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 4: (08 hours)

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. De-industrialization of Indian economy, Government reforms and the emerging energy-economy-environment regulatory framework.

Module 5: (14 hours)

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

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

FINANCIAL REPORTING, STATEMENTS AND ANALYSIS

Course Code	: 20FRSCC12	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, Preparation of Trial Balance, bank reconciliation statement. Depreciation- Straight line and Written down Value Methods.

Module2: (14 Hours)

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

Module3: (12 Hours)

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

Module4: (8 Hours)

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

Module5: (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 SavanGodiawala, 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.

QUANTITATIVE TECHNIQUES

Course Code	: 20MBACC13	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)

Introduction to statistics, Origin and development & Managerial applications of statistics

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

Module 2

(10 Hours)

Correlation& Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Simple and Multiple regression (Problem on simple regression only)

Module 3

(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 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- judgmental sampling, snowball sampling- quota sampling - Errors in sampling.(Only Theory)

Module5:

(8 hours)

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

Theory 40 percent and Problems 60 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/Atanu Adhikari/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. M. Munshi & 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 Hetesh Gupta, McGraw Hill - 2012
- Marketing Research- Naresh K. Malhotra- 5th Edition, Pearson Education /PHI 2007

COMPUTER APPLICATION FOR BUSINESS

Course Code	: 20CABCC14	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Outcomes:

CO1: Demonstrate a basic understanding of computer hardware and software.

CO2: To understand the various PC software packages

CO3: Apply the skills that focus on word processing software, spreadsheet software, presentation software and database software.

CO4: Demonstrate the ability to manage project from design stages.

CO5: Apply the basic concepts of networking and to analyse different parameters.

Module-1:

(8 Hours)

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:

(14 Hours)

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.

Ex:-Employee Payroll, Product data base.

Module-3:

(8 Hours)

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:

(14 Hours)

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 portfolio, development, flow chart, input-process-output analysis, programming concepts, use of files in programming, presentations – creating a powerpoint presentation, creating PowerPoint presentation using templates, using animations in presentations, slide show and saving a presentation.

Module-5:

(12Hours)

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)

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course Code	: 20MOBCC15	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: (15 hours)

Introduction: Organizational Behavior: Introduction, definition, fundamental principles of OB. Foundations of Individual Behavior: Individual behavior: Ability: Intellectual abilities, Physical ability, the role of disabilities. Foundations of Group Behavior: group Decision making, Group Development, Organizational Conflict, Power Politics & Organizational change.

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, managerial grid.

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 &HimaBindu, Himalaya Publication.
- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to OrganisationalBehaviour – 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 – MahanandCharati& M MMunshi, 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.

BUSINESS COMMUNICATION

Course Code	: 20BCCC16	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 crisis. Communication and negotiation

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, Reading & Questioning, 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.

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 Bios & Resumes.

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, just a minute presentation, Workshop- Jam, Feedback and overcoming Glass phobia (Planning & Preparing)

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 Equipment 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 Yathish Chandra 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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MBA I Semester – Syllabus

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- 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:

(14 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.

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.

Module 3: (08 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 4: (08 hours)

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. De-industrialization of Indian economy, Government reforms and the emerging energy-economy-environment regulatory framework.

Module 5: (14 hours)

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

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

FINANCIAL REPORTING, STATEMENTS AND ANALYSIS

Course Code	: 20FRSCC12	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, Preparation of Trial Balance, bank reconciliation statement. Depreciation- Straight line and Written down Value Methods.

Module2: (14 Hours)

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

Module3: (12 Hours)

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

Module4: (8 Hours)

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

Module5: (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 SavanGodiawala, 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.

QUANTITATIVE TECHNIQUES

Course Code	: 20MBACC13	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)

Introduction to statistics, Origin and development & Managerial applications of statistics

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

Module 2

(10 Hours)

Correlation& Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Simple and Multiple regression (Problem on simple regression only)

Module 3

(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 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- judgmental sampling, snowball sampling- quota sampling - Errors in sampling.(Only Theory)

Module5:

(8 hours)

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

Theory 40 percent and Problems 60 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/Atanu Adhikari/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. M. Munshi & 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 Hetesh Gupta, McGraw Hill - 2012
- Marketing Research- Naresh K. Malhotra- 5th Edition, Pearson Education /PHI 2007

COMPUTER APPLICATION FOR BUSINESS

Course Code	: 20CABCC14	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Outcomes:

CO1: Demonstrate a basic understanding of computer hardware and software.

CO2: To understand the various PC software packages

CO3: Apply the skills that focus on word processing software, spreadsheet software, presentation software and database software.

CO4: Demonstrate the ability to manage project from design stages.

CO5: Apply the basic concepts of networking and to analyse different parameters.

Module-1:

(8 Hours)

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:

(14 Hours)

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.

Ex:-Employee Payroll, Product data base.

Module-3:

(8 Hours)

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:

(14 Hours)

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 portfolio, development, flow chart, input-process-output analysis, programming concepts, use of files in programming, presentations – creating a powerpoint presentation, creating PowerPoint presentation using templates, using animations in presentations, slide show and saving a presentation.

Module-5:

(12Hours)

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:

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

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course Code	: 20MOBCC15	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: (15 hours)

Introduction: Organizational Behavior: Introduction, definition, fundamental principles of OB. Foundations of Individual Behavior: Individual behavior: Ability: Intellectual abilities, Physical ability, the role of disabilities. Foundations of Group Behavior: group Decision making, Group Development, Organizational Conflict, Power Politics & Organizational change.

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, managerial grid.

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 &HimaBindu, Himalaya Publication.
- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to OrganisationalBehaviour – 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 – MahanandCharati& M MMunshi, 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.

BUSINESS COMMUNICATION

Course Code	: 20BCCC16	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 crisis. Communication and negotiation

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, Reading & Questioning, 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.

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 Bios & Resumes.

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, just a minute presentation, Workshop- Jam, Feedback and overcoming Glass phobia (Planning & Preparing)

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 Equipment 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 Yathish Chandra 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.
-

MBA I Semester – Syllabus

MANAGERIAL ECONOMICS

Course Code	: 20MECC11	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:

(14 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.

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.

Module 3: (08 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 4: (08 hours)

Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy. De-industrialization of Indian economy, Government reforms and the emerging energy-economy-environment regulatory framework.

Module 5: (14 hours)

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

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

FINANCIAL REPORTING, STATEMENTS AND ANALYSIS

Course Code	: 20FRSCC12	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, Preparation of Trial Balance, bank reconciliation statement. Depreciation- Straight line and Written down Value Methods.

Module2: (14 Hours)

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

Module3: (12 Hours)

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

Module4: (8 Hours)

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

Module5: (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 SavanGodiawala, 2/e, McGraw Hill Education (India) Pvt. Ltd, 2013.

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- 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.

QUANTITATIVE TECHNIQUES

Course Code	: 20MBACC13	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)

Introduction to statistics, Origin and development & Managerial applications of statistics

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

Module 2

(10 Hours)

Correlation& Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Simple and Multiple regression (Problem on simple regression only)

Module 3

(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 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- judgmental sampling, snowball sampling- quota sampling - Errors in sampling.(Only Theory)

Module5:

(8 hours)

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

Theory 40 percent and Problems 60 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/Atanu Adhikari/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. M. Munshi & 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 Hetesh Gupta, McGraw Hill - 2012
- Marketing Research- Naresh K. Malhotra- 5th Edition, Pearson Education /PHI 2007

COMPUTER APPLICATION FOR BUSINESS

Course Code	: 20CABCC14	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Outcomes:

CO1: Demonstrate a basic understanding of computer hardware and software.

CO2: To understand the various PC software packages

CO3: Apply the skills that focus on word processing software, spreadsheet software, presentation software and database software.

CO4: Demonstrate the ability to manage project from design stages.

CO5: Apply the basic concepts of networking and to analyse different parameters.

Module-1:

(8 Hours)

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:

(14 Hours)

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.

Ex:-Employee Payroll, Product data base.

Module-3:

(8 Hours)

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:

(14 Hours)

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 portfolio, development, flow chart, input-process-output analysis, programming concepts, use of files in programming, presentations – creating a powerpoint presentation, creating PowerPoint presentation using templates, using animations in presentations, slide show and saving a presentation.

Module-5:

(12Hours)

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:

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

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course Code	: 20MOBCC15	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: (15 hours)

Introduction: Organizational Behavior: Introduction, definition, fundamental principles of OB. Foundations of Individual Behavior: Individual behavior: Ability: Intellectual abilities, Physical ability, the role of disabilities. Foundations of Group Behavior: group Decision making, Group Development, Organizational Conflict, Power Politics & Organizational change.

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, managerial grid.

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 &HimaBindu, Himalaya Publication.
- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to OrganisationalBehaviour – 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 – MahanandCharati& M MMunshi, 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.

BUSINESS COMMUNICATION

Course Code	: 20BCCC16	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 crisis. Communication and negotiation

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, Reading & Questioning, 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.

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 Bios & Resumes.

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, just a minute presentation, Workshop- Jam, Feedback and overcoming Glass phobia (Planning & Preparing)

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 Equipment 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 Yathish Chandra 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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MBA II SEMESTER**INDIAN ETHOS & BUSINESS ETHICS**

Course Code	: 20IEBCC21	CIE	: 50
No. of credits / Week	: 03	SEE	: 50
Number of Lecture Hours	: 56	Exam Hours	: 3 Hrs

Course Outcomes:

- Recognise the importance of human values, harmony and ethical behavior at workplace.
- Appraise the need for ethical issues in workplace and be able to find solution.
- Compare the relationship between Indian ethos and its application in business.
- Realise the need for linking ethics in business.
- Value the ethical principles to be implemented in business.

Module 1:

Ethics & Business: Nature and scope of Ethics, Facts and value, History & Relevance, Ethical subjectivism and Relativism, Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical principles in Business: Role of business in Society- Economic Role and Social Impact of Business, Role of Indian Ethos in Managerial Practices, Principles Practiced by Indian Companies: Anglo-American Model, German Model, Japanese Model, Indian Model

Module 2:

Management Lessons from Vedas, Mahabharata, Kautilya's Arthashastra, and Indian Heritage in Business, Management-Production and Consumption. Ethics vs Ethos, Indian vs Western Management, work Ethos and Values for Indian Managers, Moral Development (Kohlberg's 6 stages of Moral Development)

Module 3:

Application of Ethical theories in Business: Utilitarianism (J Bentham and J.S. Mill), Deontology (I Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robert Nozick) - Ethical Issues in Functional Areas of Business. Marketing: Ethics in Advertising (Truth in Advertising) Finance: Fairness and Efficiency. In Financial Market, Insider Trading, Green Mail, Golden parachute HR.: Workers Right and Duties: Work place safeties, sexual harassment, whistle blowing.

Module 4:

Stress Management-Meditation for mental health, Yoga, Contemporary Approaches to Leadership- Joint Hindu Family Business-Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning, Advantages: Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma-Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection- Corporate Karma Leadership,

Module 5:

Managing Ethical dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular vs Spiritual Values, Value System in Work Culture Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics.

Recommended Books:

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000) Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
4. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
5. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).

Reference Books:

1. Professional Ethics and Human Values- Govindarajan, Natarajan and Senthilkumar, PHI learning
2. Business Ethics and Corporate Governance- A C Fernando, Pearson Publications
3. Indian Ethos and Values in Management- R Nandagopal, Ajith Shankar R N.
4. Encyclopaedia Of Indian Ethos And Values In Management- Alok Sathsangi and Sandeep Sharma

CORPORATE FINANCE

Course Code	: 20CFCC22	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 analyse 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. Sources of finance- Short term and Long term.

Module: 2

(14 Hours)

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

Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates. Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

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

(14 Hours)

Cost of Capital Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of equity capital, Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginalcost of capital.

Capital structure and dividend decisions – Planning the capital structure. Capital structure theories. Leverages – Determination of operating leverage, financial leverage and total leverage.

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.(Problems on estimation of working capital requirement and operating cycle).

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, Pralhad Rathod, Babitha & S. Harish Babu, 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

CORPORATE STRATEGY

Course Code	: 20CSCC23	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, Red Ocean strategy, Blue Ocean Strategy.

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 –The Dynamics of Competitive Advantage -Competitive Advantage to Corporate Advantage - Integrative Analysis, Strategic Alliances and Collaborative Partnerships –Mergers and Acquisition Strategies – Outsourcing Strategies –International Business level Strategies.

Module 5 (12 Hours)

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

REFERENCE BOOKS:

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

RESEARCH METHODOLOGY

Course Code	: 20RMCC24	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Objectives:

- To understand the basic components of research design
- To Gain an insight into the applications of research methods
- To equip students with various research analytical tools used in business research

Course outcome:

At the end of the course students are able to:

- Understand various research approaches, techniques and strategies in the appropriate in business.
- Apply a range of quantitative / qualitative research techniques to business and day to day management problems
- Demonstrate knowledge and understanding of data analysis, interpretation and report writing
- Develop necessary critical thinking skills in order to evaluate different Research approaches in Business.

Method 1:**(8 hours)**

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

Unit 2:**(10 hours)**

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.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Unit 3:**(12 hours)**

Data Collection: Primary and Secondary data

Primary data collection methods - Observations, survey, Interview and Questionnaire,

Qualitative Techniques of data collection, Questionnaire design – Meaning - process of Designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Liker's Scale, Semantic Differential Scale, Turnstone scale, Multi-Dimensional Scaling

Unit 4:**(14 hours)**

Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Chi-Square tests, t-test, z-test, F-test, ANOVA-one-way and two-way classification. Problems only on one-way analysis for F-test

Unit 5:**(8 hours)**

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.

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/Atanu Adhikari/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. M. Munshi & K. Gayathri Reddy, Himalaya Publishing House, 2015

HUMAN RESOURCE MANAGEMENT

Course Code	: 20HRMCC25	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:

- To understand the Basic Concept and Functions of HRM.
- Design a job description and job specification for various levels of employees and to understand Human Resource Planning
- Synthesize information regarding the effectiveness of recruiting methods & selection procedures
- Identify the various training methods and design a training program
- List out the regulations governing employee benefit practices.

Module1:

(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, Factors of Competitive advantage, line and staff responsibility of HR Manager.

Module 2:

(10 hours)

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

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

Module 3:

(12 hours)

Recruitment: Definition, Sources/Methods of Recruitment, New Approaches to recruitment

Selection: Definition and Process of Selection, Difference between Recruitment and Selection.

Induction/Orientation: Meaning, internal Mobility (Promotion, Demotion, Transfer), employee Separation, outplacement, Downsizing.

Module 4:**(14 hours)**

Human resource Development: Training V/s development, Training V/s Education, TNA, training Methods, Training Evaluation. Executive development concept.

Performance Appraisal: concept of performance Appraisal, the Performance Appraisal process, Methods of Performance Appraisal.

Module 5:**(12 hours)**

Compensation: job evaluation, objectives of Compensation Planning, Methods of Compensation.

Fundamentals of Industrial relation and Labour Laws.

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

MARKETING MANAGEMENT

Course Code	: 20MMCC26	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

ENTREPRENEURSHIP DEVELOPMENT/MOOC

Course Code	: 20EDCC27	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 - Stages in entrepreneurial process.

Module 2: (15 Hours)

Business Planning Process: Meaning of business plan - Business plan process - preparing a model project report for starting a new venture. Market segmentation, Market sizing, marketing plan & Pricing strategy.

Module 3: (8 Hours)

Institutions supporting Entrepreneurs: Funding & Incubation- Informal Capital, friends & Family. Functions of - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship – DIC. Venture capital: Evaluation criteria employed by VCs, selecting the right VC & Financing mix.

Module 4: (8 Hours)

Organizational form: Partnership, sole partnership & corporation. Intellectual property- Copyright trademark & Tax.

Module 5: (10 Hours)

Social Entrepreneurship: Social enterprise-need - types - Social entrepreneurship - Rural entrepreneurship, women 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-Poornima Charantimath 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

MBA III Semester

Course title: Innovation, Business Models and Entrepreneurship - MOOC

Course Code: SW20MBACE31/NOC20-MG46

COURSE LAYOUT

Week 1 : Analyzing the Current Business Scenario, Innovation and Creativity- An Introduction, Innovation in Current Environment, Types of Innovation , School of Innovation.

Week 2 : Challenges of Innovation,Steps of Innovation Management,Idea Management System,Divergent V/s Convergent Thinking,Design Thinking and Entrepreneurship

Week 3 : Experimentation in Innovation Management, Idea Championship,Participation for Innovation, Co-creation for Innovation, Prototyping to Incubation.

Week 4 : What is a Business Model,Who is an Entrepreneur,SocialEntrepreneurship,Blue Ocean Strategy-I,Blue Ocean Strategy-II

Week 5 : Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting.

Week 6 : Sustainability Innovation and Entrepreneurship,Innovation Sustainable Conditions,Innovation: Context and Pattern,SME'S strategic involvement in sustainable development,Exploration of business models for material efficiency services

Week 7 : Management of Innovation, creation of IPR ,Management of Innovation, creation of IPR,Types of IPR,Patents and Copyrights, Patents in India

Week 8 : Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators : Business Vs Technology, Managing Investor for Innovation , Future markets and Innovation needs for India.

BOOKS AND REFERENCES

1. 8 Steps To Innovation : Going From Jugaad To Excellence- Book by Rishiksha T. Krishnan and Vinay Dabholkar
2. Innovation and Entrepreneurship Book by Peter Drucker
3. HBS series on Innovation and Entrepreneurship.

MICRO & SMALL BUSINESS MANAGEMENT

Course Code	: 20MBACE31	CIE	: 50
No. of credits / Week	: 03	SEE	: 50
Number of Lecture Hours	: 56	Exam Hours	: 3 Hrs

Objectives

To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

Module 1: Basics of Micro & Small Business Enterprise

Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business

Module 2: Dynamics of Micro & Small Business

Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs — Growth and Performance –Reservation of items for SSI – Problems Of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.

Module 3: Institutions Supporting Micro & Small Business

Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

Module 4: Management of Micro & Small Business

Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

Module 5: Global Opportunities for Small Business

Small Enterprises in International Business, International Market for Indian small scale and cottage industries. Role of Women SHGs in Micro Enterprises.

References

1. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.
2. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986
3. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.
4. Cormon J and Lussier R.N., Small Business Management: A Planning Approach, IRWIN, London, 1996
5. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006.
6. Desai S.S.M., Industrial Economy of India, Himalaya Publishers, New Delhi, 1968.
7. Development Commissioner, Small Scale Industries, Ministry of ID and IT, Government of India, New Delhi, 1985.
8. Dhanulinga Nadar, Small Scale Industry Interrelationship with Large Scale Industry, Rainbow, Coimbatore, 1985.
9. Francis Cherunilam, Industrial Economics : Indian Perspectives, Himalaya, Delhi, 1989

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	: 20MBAE3F1	CIE	: 50
No. of credits / Week	: 03	SEE	: 50
Number of Lecture Hours	: 56	Exam Hours	: 3 Hrs

Objective: The aim of this course is to provide a conceptual framework for analysis from an Investor's perspective of maximizing return on investment – a sound theoretical base with Examples and references related to the Indian financial system.

Course Outcomes:

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 familiarize the students with the fundamental and technical analysis of the diverse investment avenues

Module 1(Theory and Problem)**(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(Theory only)**(10 hours)**

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

Module 3(Theory only)**(10 hours)**

Fundamental Analysis: EIC framework; Economic analysis: Leading lagging & Coincident macro-economic indicators, Expected direction of movement of stock prices With macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

Technical Analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow Theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages.

Module 4(Theory and Problem)**(12 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

Bonds: present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio

Module 5 (Theory and Problem)**(14 Hours)**

Portfolio Analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk

Capital Asset Pricing Model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model, Sharpe Index model, Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets

Practical Components:

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and 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).
- Students should study the functioning of stock exchange.
- Students should study of the stock market pages from business press and present their observations
- Students can do a. Macro-Economic Analysis for the Indian economy. b. Industry Analysis for Specific Sectors. c. Company Analysis for select companies. d. Practice Technical Analysis
- 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 – Zvi Bodie, 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 – P. M. Uthayakumar, 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– Dhanesh Khatri, Macmillan, 1/e, 2010.

7. Security Analysis & Portfolio Management – Avadhani V. A, HPH
8. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
9. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
10. Singh, R: Security Analysis & Portfolio Management . Excel Books.
11. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

MANAGING BANKS AND FINANCIAL INSTITUTIONS

Course Code	: 20MBAE3F2	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: I

(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: II**(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

Module: III**(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: IV**(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: V**(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 & recent trends adopted in banking technology.

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:

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Elements of Banking & Insurance – JyothsnaSethi&Nishwan Bhatia, PHI, 2009.
3. Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.
4. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011

5. Banking Theory and Practice, K.C. Shekhar and LekshmyShekhar, Vikas Publishing House, 2011.
6. Modern Banking: Theory and Practice, Muraleedharan D, PHI, 2013.

REFERENCE BOOKS:

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

FINANCIAL DERIVATIVES

Course Code	: 20MBAE3F7	CIE	: 50
No. of credits / Week	: 03	SEE	: 50
Number of Lecture Hours	: 56	Exam Hours	: 3 Hrs

Course Objectives:

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

Course Outcomes:

Upon successful completion of this paper, you should be 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

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 3

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

Module 4

(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

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

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

Practical Components:

- Students can visit a financial institution dealing in commodity derivatives and study the products offered by him.
- Students should individually select various futures or options and watch the 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:

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

REFERENCE BOOKS:

1. Risk Management & Insurance – Harrington & Niehaus, 2/e, TMH.
2. Risk Management & Derivative – Shulz, Cengage Learning.
3. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
4. Introduction to Derivatives and Risk Management – Don M. Chance, Cenage Learning, 2008.
5. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008
6. International Risk & Insurance –Skipper, TMH

COUNSELING SKILL FOR MANAGERS

Course Code	: 20MBAE3H3	CEE	: 50
No. of Lecture Hours / Week	: 03	SEE	: 50
Total Number of Lecture Hours	: 56	Exam Hours	: 03

Course Objectives:

This course will develop basic skills among students to independently handle a wide range of employee counselling and performance counselling issues.

Learning Outcomes:

- To know and understand how a counselling system works.
- To develop the necessary skills and ability to design and deliver an effective counselling system.
- To give and receive feedback on others and their own counselling.

Module 1

12 Hours)

Counselling: Introduction, approaches, goals, process, procedures, counselling skills, changing behaviour through counselling. Emergence and growth of counselling services.

Module 2

(10 Hours)

Counselling process- Beginning, developing and terminating a counselling relationship and follow- up.

Module 3

(10 Hours)

Attitude, skills, qualification, and experience require for a counsellor. Roll of counsellor in counselling process.

Module 4

(12 Hours)

Assessing client's problems, selecting counselling strategies and intervention-changing behaviour through counselling.

Module 5

(12 Hours)

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

Recommended Books:

1. Corner, L S. and Hackney, H the professional counsellors process guide to helping. Englewood cliffs, New jersey, prentice hall inc.,1987
2. MacLennan, Nigel counselling for managers. Aldershot, grover1996
3. Moursund J, the process of counselling A skills approach, Methuen 1980.
4. Moursund,j, the process of counselling and therapy. 2 ndEd.Englewood cliffs, new jersey, prentice hall inc.,1990

COMPENSATION AND BENEFITS MANAGEMENT

Course Code	: 20MBAE3H4	CEE	: 50
No. of Lecture Hours / Week	: 03	SEE	: 50
Total Number of Lecture Hours	: 56	Exam Hours	: 03

Course Objectives

- To know the theoretical and practical development 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.

Learning Outcomes:

- Gain insight of various conceptual aspects of compensation and benefits to achieve organizational goal.
- Determine the performance based compensation system for business excellence and solve various cases.
- Designing the compensation strategic for attraction, motivation and retaining high quality workforce.

Module 1 10 hours

Introduction to Compensation and Benefits: Meaning and Significance, purpose, components, types. Daily, weekly and monthly payments. Characteristics of best compensation plans, Understanding the terminologies- compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit.

Module 2

14 hours

Introduction To job evaluation and pay - Definition of pay ,Job Analysis and Evaluation: Job Analysis Procedures, Job Analysis Data Collection Process, Definition of Job Evaluation, Major Decisions In 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

12 hours

Bonus and Rewards - concept of bonus - joining bonus, retention bonus, relocation pay, increment, and stagnation increment.. Rewards – meaning and significance, types of rewards, rewards strategy, equity based rewards, team rewards, Workers compensation, managerial compensation and executive compensation.

Module 4

10 hours

Pay for performance – The Pay Model, Pay for Performance (PFP): Rewarding Desired Behaviors, Does Compensation Motivate Performance, Designing PFP Plans, Merit Pay/Variable Pay, competency based pay, equity based pay

Module 5

10 hours

Benefits and Legal Issues-

Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits, Legal & Administrative Issues in Compensation: Legal Issues, Laws relating to compensation, employee welfare and working conditions – statutory and voluntary measures

Practical components:

- Students have prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students are expected to conduct a survey regarding the effective utilization of resources within the campus and find out the flaws in the existing compensation system.
- Give a wage determination case and ask the students to suggest solution.
- Give a cost to company case and ask the students to role play for negotiating with a prospective job applicant to distribute the CTC under various components.
- Give a case to Identify and prepare the, notices to be displayed, returns to be submitted and the registers to be maintained as per the above legislations.

RECOMMENDED BOOKS:

1. Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam C. S., McGrawhill Irwin, 2009.
2. Compensation Management - Deb Tapomoy, Excel Books, 2009.
3. Employee Reward - Michael Armstrong, Universities Press, 2007.

REFERENCE BOOKS:

1. Strategic compensation - Martocchio J. J. Pearson Education, 2004.
2. Compensation - Gerhart B & Rynes S L, Sage Publishers, 2003.
3. Understanding Wages and Compensation Management – Sarma A. M, HPH.

MANAGEMENT OF TRAINING AND DEVELOPMENT

Course Code	: 20MBAE3H10	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Course Objectives:

It helps to develop both knowledge and skills in human resource development. Students will have an increased knowledge, understanding and application about the training function, training process, and design considerations, alternative methods of instruction, implementation issues, and training evaluation. It is expected to develop and improve and improve their skills at applying the training processes in any context.

Learning Outcome:

- To enhance understanding of students towards training and development as a HRD strategic tool.
- To increase their knowledge about the connection between HRM, HRD, Training and Development.
- Sensitize the students with the concepts, principles and issues connected with training and development.
- Enable the students to identify, design, deliver and evaluate a feasible, meaningful and relevant training and development program.
- Increase skills in developing and delivery of training.

Module 1:

(10 Hours)

Training- concept of training, training vs. development, needs 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

(12 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)**

Development- Executive or Management Development; Need and Importance of Executive Development; Objectives of Executive Development; Methods of Executive Development.

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 SubasGurg& S C Jain, Arihant Publications, Jaipur
6. Training and Development- Pandu Naik G, Excel Books, 2007

RETAIL MANAGEMENT

Course Code	: 20MBAE3M3	CIE	: 50		
No. of credits / Week	: 03	SEE	: 50	Number of Lecture Hours	: 56
Exam Hours	: 3 Hrs				

Pedagogy: Lectures, Presentations (individual and group) case analysis.

Objectives:

- To introduce the basic concepts of retailing management and the latest developments in retailing in the Indian context
- To introduce to the framework of Retail mix and Retail Strategy.

Expected Outcome:

The students get ready for a career in the field of Retailing.

Module 1

(14 hours)

World of Retailing: Retail management, introduction, meaning, characteristics, emergence of organizations of retailing. Types of Retailers (Retail Formats), key sectors in Indian Retail Industry (Food, Apparel, Consumer Durable, Footwear, Jewellery, Fashion accessories, Pharmaceutical) Drivers of Retail change in India. Traditional Retailing in India – Haat, Mandi, Mela, Kirana store, Pan Shops, Understanding organized retail formats – Store based Retail formats. Overview of Non store (Catalogue store, direct selling, Mail order, Tele Shopping, Electronic shopping, Automated Vending, Kiosks)

Module 2

(10 hours)

Theories of Retailing: Wheel of retailing, The Retail Accordion, Melting pot Theory, Polarization theory, concept of life cycle in Retail.

Module 3

(12 hours)

Setting up Retail organization and planning: Site & Locations (Size and space allocation, location strategy: factors affecting the location of Retail, Retail location Research and Techniques. Objectives of Good store Design.), Types of Retail Locations (Freestanding/Isolated Stores, Part of Business Districts, Part of shopping centres – Neighbourhood shopping centre, Community shopping centre, Regional, Fashion or specialty, Power, Theme, Outlet centre)

Module 4

(10 hours)

Store Management and Visual Merchandising: Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System. Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories.

Module 5

(10 hours)

E-retailing: Challenges and Opportunities, Electronic Data Interchange (EDI), RFID, Internet Retailing, Mobile Commerce.

HRM function in Retail - Identifying role in organization, recruitment & selection, training, motivating the employees, evaluation of employee performance

Activities:

1. To study the structure of a organized retail store
2. To study the promotional activities adopted by organized retail stores

Recommended Reading

1. Retailing Management – 4e – TMH – Swapna Pradhan
2. Retailing Management – 6e – TMH – Michael Levy, Barton Weitz, Ajay Pandit

Suggested Reading:

1. Retail Management – A strategic Approach – 3e – Pearson – Barry Berman, Joel Evans
2. Retail Management – Oxford University Press – Chetan Bajaj, Nidhi Srivastava, Rajnish Tuli
3. Retail Marketing Management – Pearson Education – David Gilberth
4. Retailing – 4e - Thomson south western – Patrick Dunne, Robert Lusch, David Griffith

SALES AND DISTRIBUTION MANAGEMENT

Course Code	: 20MBAE3M4	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 concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
- To pay special emphasis on the practicing manager's problems and dilemmas.
- To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Module 1

Introduction to sales management: Meaning, Evaluation, Importance, Sales Vs marketing; Classification of personal selling approaches: Stimulus response selling, Mental-States Selling, Need Satisfaction Selling, Problem Solving Selling, Contingency Approach; Emerging Trends in Sales Management, Sales organization concepts, Types of sales organization structures.

Module 2

Personal Selling: Activities of sales people, Qualifications and skills required for success by salespeople, Sales person as manager, selling skills & Selling strategies: Sales process, Sales Mix Model, Methods of handling objections, Follow-up activities

Module 3

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, procedure for designing territories, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. sales analytics,

Module 4

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

Module 5

Channel management- Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels Emerging. Concepts in Distribution Management-Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

REFERENCE BOOKS:

1. Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.
2. Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.
3. Salesmanship and Sales Management-P. K Sahu & K C Raut, 3/e, Vikas Publishing House3.
4. Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co.
5. Sales & Distribution Management- Text and Cases, 2nd Ed, McGraw Hill.
6. Sales Management, Analysis and Decision Making, Thomas Ingram & Raymond Laforce;The Dryden Press;1989

SERVICES MARKETING

Course Code	: 20MBAE3M9	CIE	: 50
No. of credits / Week	: 03	SEE	: 50
Number of Lecture Hours	: 56	Exam Hours	: 3 Hrs

Objectives

At the end of the course the student will have an understanding of the service economy, the nature of services, assessing business opportunities, segmenting and targeting the market, buyer behavior, services design, quality management, marketing communications, service delivery, pricing, employee relationship management, customer relationship management and brand management.

Module 1

Introduction Growth of the service sector. The concept of service. Product to Services—The Challenges Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

Module 2

The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

Module 3

Distribution of Services: • Challenge of Service Distribution • Physical Channels – Franchisee • Case: Pizza Hut, Inc Direct channels, franchising, agents and brokers, Internet channels, channel conflict and its resolution, assuring quality and consistency across channels. Employee roles in service delivery, matching customer expectations, matching demand with capacity.

Module 4

Causes of Service – Quality gaps. Delivering Quality Service • Challenges of Measuring Service Quality • Measures of Service Quality • Dimensions of Service Quality SERVQUAL

Module 5

Relationship Marketing and Loyalty Programmes • CRM issues in services • Concept of loyalty • Creation of a loyalty programme

REFERENCE BOOKS:

- 1) Valarie A. Zeithaml and Mary Jo Bitner et al, Service Marketing, the fourth edition, McGraw-Hill, 2006 OR THE LATEST VERSION
- 2) Thomas J. DeLong & Asish Nanda: Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
- 3) Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2002.
- 4) Mark Davis, Managing Services People and Technology, McGraw-Hill International, 2002
- 5) Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2002.

