

**KARNATAK
UNIVERSITY, DHARWAD**

**Kousali institute of Management
Studies**



**MBA Revised Syllabus
w.e.f. 2018-19 onwards**

Choice Based Credit System

MBA: Semester –Wise Credit Distribution

Category	Minimum credits to be covered in				Total Credits
	Sem –I	Sem-II	Sem-III	Sem-IV	
Compulsory Subjects	24	14	8	3	49
Specialisation Subjects	0	8	18	8	34
General Open Electives*	0	4	4	0	8
Computer Lab**	1	0	0	0	2
Summer In plant project	0	4	0	0	4
Major Concurrent project	0	0	0	4	4
Total	25	30	30	15	100

Notes:

*Open Elective Subjects will be offered in -house by the Management department. **The Computer Lab Practical's for 30 hours shall have 01 credit weightage with internal assessment.

**MBA FIRST SEMSTER
CHOICE BASED CREDIT SYSTEM (NEW SYLLABUS)**

COURSE OUTLINE FOR MBA FIRST SEM

Paper Code	Title of the Paper	No of credits	IA Marks	Sem End Exam	Total Marks
A1	Principles of Management	3	25	50	75
A2	Business Environment For Managerial Decision Making.	4	50	50	100
A3	Business Statistics	3	25	50	75
A4	Corporate Communication-I	2	25	25	50
A5	Information Technology for Managers *	3	25	50	75
A6	Marketing Management	4	50	50	100
A7	Human Resource Management	3	25	50	75
A8	Financial Accounting for Managers	3	25	50	75
TOTAL		25	250	375	625

*The Computer Lab Practical's for 30 hours shall have 01 credit weightage with internal assessment.

Title: Principles of Management

Subject Code: A1

Work load: 3 hours per week

Evaluation: Continuous Internal Assessment - - 25
Semester End Examination - 50

Contact Hours: 45

Credit Points: 03

Objective: This course introduces modern concept of management to the students. This is a fundamental course where in students are exposed to principles and functions of management which help business firms to perform better and show improved results. **Pedagogy:** Lectures, Assignments, Projects, Practical Exercises and Seminars

Module 1: Introduction to Management and Organization:

Definition of Management, functions of Management, Managerial skills and organizational hierarchy, productivity, efficiency, and effectiveness. The evolution of management thought: F W Taylor, Henry Fayol, Elton Mayo and others. Approaches to management, The managerial functions: Planning, Organizing, Staffing, Leading and Controlling. Types of business organizations, organization culture, current trends & issues in management

Module 2: Planning

Managerial planning and its importance, types of plans, steps in planning, nature and objectives of planning, hierarchy of objectives, setting objectives, MBO. Nature and purpose of strategies – the strategic planning process, nature of decision making process, evaluation of alternatives, creativity and innovation, Brainstorming, Planning process

Module 3: Organizing

Meaning and purpose of organizing, organization structure, formal and informal organization, organizational levels and the span of management, factors determining effective span, organization structure and departmentation, line and staff authority relationships and decentralization, staffing concepts, approaches to manager development, performance management and performance appraisal, team evaluation approach.

Module 4: Directing

Human factors in managing, Motivation, theories of motivation & motivational techniques – McGregor's Theory x and Theory y, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's motivation-hygiene theory, etc., job enrichment, leadership, ingredients of leadership, leadership theories (approaches), leadership behavior and styles, types of leadership, communication, purpose of communication, communication process, types and norms of communication, communication barriers, guidelines for improving communication, listening and its importance in effective communication, electronic media in communication

Module 5: Controlling

Meaning, the basic control process, critical control points, real-time information and control, control of overall performance, types of control, The Balance Scorecard, Requirements for effective controls, The concept of Budgeting, dangers in budgeting, zero-base budgeting, Gantt Charts, PERT (Program Evaluation Review Technique), Information Technology, Productivity problems and measurement, and tools and techniques for improving productivity

Text Book:

Principles of Management by Harold Koontz, Heinz Weihrich and A Ramachandra Aryasri, Tata McGraw Hill'

Reference Book:

Principles and Practice of Management by L M Prasad, Sultan Chand and Sons
The practice of management by P.F.Drucker
Principles of management- Text & cases- Deepak B, Pearsons Publication

Title: Business Environment for Managerial Decision Making

Subject Code: A2

Contact Hours:60

Work load: 4 hours per week

Credit Points:04

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Objective:

The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making. It is also to acquaint the students with the basic concepts of economic theory of consumer behavior, the nature of economic costs and their relationship to choice of output and technology; etc This course is designed keeping the in mind as a comprehensive course in Managerial Economics covering both the micro and macro economics parts.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1

Overview, definition, nature and scope of Managerial Economics. Demand Analysis and Forecasting Factors affecting demand, demand distinctions, Price and income elasticity of demand, Methods of demand forecasting, Demand forecasting over Product Life Cycle. **Project on Demand Forecasting**

MODULE 2

Production Functions, Cobb-Douglas Production Function, cost-input relationship Returns to scale, factors of productivity Cost concepts – cost output relationships in the short run and the long run, economies of scale

MODULE 3

Market Structure and Pricing Theory Market Structure – perfect competition, monopoly, monopolistic competition oligopoly, Kinky demand curve, Price output decisions under different market structures

MODULE 4

Behaviour of the Firm and Profit Theories, Nature and Objectives of the Firm, Theories of the Firm, Overview of the alternate theories of the objectives and behaviour of the firm, Profit theories, Profit maximization as an objective

MODULE 5.

Overview, definition, nature and scope of Macro economics

MODULE 6

Macroeconomic policies in India: Fiscal policy, Budget (union budget) Direct and indirect taxes, revenue and expenditure of union government, exim. policy, LPG policy

MODULE 7

National Income; Concepts, Basic Terminology, Income and Product Concepts, Fundamental National Accounting Identities and measurement. Income, Price Level and Employment: consumer income, consumer price index, employment, types of employment, government of India policy, unemployment

Module 8

Consumption Function: Aggregate Investment, Multiplier Concepts,

MODULE 9

Monetary system: Concepts of Money Supply, Central Bank, Banking System; Money Markets, commercial banks in India, banking sector reform in India and RBI, Balance of Payment: concept, component, trend in balance of payment. Monetary and credit policy, Money and Interest Rate, IS – LM Analysis, Aggregate Supply and Price Level. Trade Blocks. Digital / Cashless Economy.

Reference :

Misra and Puri – Economic Environment of Business.

Principles of Micro economics – N. Gregory Mankiw. 6th Edition Cengage Learning

Managerial Economics By Geetika, Piyali Gosh and Purba Choudhary- McGraw Hill Publication for both Micro and part of Macro economics. RBI Bulletin for Monetary Policy and other macro economic information like BOP, rates etc.

Business Line News paper for daily updates on Macro Economics

Title: Business Statistics

Subject Code: A3

Work load: 3 hours per week

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Contact Hours:45

Credit Points:03

Objective: The Decision making is a simple function of Management. Data needs to be analyzed, classified and interpreted to facilitate decision making. Statistical Analysis is a fundamental method of quantitative reasoning for managerial decision making. The objective of the course is to equip the students with techniques for data analysis

Pedagogy : Lectures, Assignments, Practical Exercises and workshops

Module 1: Descriptive statistics: Application of statistics to managerial decision making. Data Processing: Classification & tabulation, Summarization of Data, Frequency Distribution.

Module 2: Graphical Representation of data and their use in statistics: Line graphs, Pie charts, Bar graph, Scatter plot, Stem and plot, Histogram, Frequency polygon, Frequency curve, Candle stick. Drawing graphs using MS Excel

Module 3: Measures of Central Tendency: computation of Mean, Median, Mode, limitations of averages, Measures of Dispersion, objectives and significance- Range, Quartile Deviation, mean deviations, Standard Deviation, variance, Coefficient of variation, Skewness & kurtosis

Module 4: Regression and Correlation: Correlation, Simple & Multiple Regression

Module 5: Index Numbers: Index Numbers: construction of an Index Number – and applications. Layspers', Paasches, MarshallEdworth and Fisher Index No. Time reversal and factor reversal tests, Time series analysis, methods, graphical, semi average, moving average, least square methods

Module 6: Probability and Distribution: Probability Concepts, Bayes' formula applications, commonly used probability distributions, Binomial, Poisson, Normal and Exponential and their characteristics. [No Theorems derivations]

Books / References

- Statistics for management - Levin & Rubin
- Fundamentals of statistics – SC Gupta Himalaya Publishing House
- Quantitative techniques for decision making – Anandsharma, Himalaya Publishing House
- Mathematics for managers – Zamiruddin&Kazi
- Business statistics – Shelly & Keller

Title: Corporate Communication-I

Contact Hours:30

Subject Code: A4

Work load: 2 hours per week

Credit Points:02

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 25

Objective of course: The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world. Practical activities in this subject will help the students to use communication skill as a strategic asset to build their managerial career.

Pedagogical Tools: Lecture, Seminar, Case Studies, Simulation based Games, Team exercises

Module -1

Nature and scope of managerial communication, Process of communication –Feedback, Principles of effective communication, distinguishing between Business Communication and General Communication., Introduction to corporate communication, Modes and Medias of communication, Barriers of communication, Listening skill

Module -2

Verbal communication: using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication., Non verbal communication : importance of nonverbal communication in corporate , body language, Kinesics communication, Proxemics, Haptic, Chromatic , Chronomatic communication, paralanguage, Cultural difference in non verbal communication, Cross cultural communication

Module -3

Presentation skills – guidelines for effective presentation, planning and delivering business presentation, Conversation skills-skills required. Business meeting – types, making preparation, conducting a meeting

Module -4

Employment communication, Interview, Group discussion

Reference books:

Business communication by Lehman &Sinha, Cengage Learning Business communication by P.D.Chaturvedi, Pearson Publication.

Basic Business Communication' 10th Edition by Lesikar & Flatley TMH Publication. 'Business Communication' 3rd Edition by Mary Ellen Guffey Thomson Publication.

'Foundation of the Business Communication' by Dona. J. young-Tata McGraw Hill TMH Publication.

'Business Communication' by Meenakshi, Raman Prakash Singh. Business communication by Shalini Verma, Vikas Publishing House

Title: Information Technology for Managers**Subject Code: A5****Work load: 3 hours per week (2 hours theory & 1 lab Session*)****Evaluation:** Continuous Internal Assessment – 25
Semester End Examination - 50**Contact Hours:45**
Credit Points:03

Sl.No Hrs	Contents	Practical – Hrs
1.	Introduction of Information Technology to managers, Computers. Contemporary I/O devices, Data Storage devices, CPU management.	
2.	Computer Software: System software and application software and their applications in Management. Operating systems, Types, Knowledge of Languages, compilers, System utilities, Virus, worms & Trojan horse.	WEB Lab -02 Emails signature, email groups
3.	Internet: Evolution of Internet, WWW, Development of WEB, Concept & Context of Cyber Law, Domain names, Introduction to E-commerce, social networking. Strategies of Search engine (Google)	Google Lab -02 Searching in Google
4	Word Processing: Data Management, Tables, Graphics, cover page, printing, hyperlink, references, citation and bibliography, table of contents, Tables, Mailmerge, references: citation and bibliography, table of contents, and Cloud applications	Word Lab -04 Resume, Mail merge, tables, hyperlinks, Bibliography and table of content
5	Spreadsheets: Building a spreadsheet, Editing, File management, formatting and printing, Computation: simple Functions and Formulae, conditional formatting and tables Spreadsheet Analytics: Pivot table, pivot chart, slicer, Macros, tables, data validation, charts, lookup functions, online spread sheets, Cloud applications	Excel lab -08 Statements, Pivot, micros, cloud, Descriptive statistics
6	Databases: Concepts with specific reference to relational databases. Databases, fields, type of fields, DBMS, creation of tables, and database	Access Lab -02
7	Introduction to HTML, Designing web pages, using tools like – webpage maker etc.	Web page – 04
8	Presentation: Hyperlinks, transition effects, ethics of slides, themes, Cloud applications, dos' and don't	PowerPoint -02
9	Logic building using C – Programming: Variables, simple C programs with conditional statements (if, for, while) [only numerical examples – NO ARRAYS]	C –Lab -06

Books / References

Office 2010 Made Simple Guy Hart-Davis, Apress publisher 2011 Edition

A First course in computers 2003 edition by- Sanjay. SaxenaVikas

Publications Let us C – YeshwanthKanitkar

(*Note: 1 lab = 2 Hours duration)

*The Computer Lab Practical's for 30 hours shall have 01 credit weightage with internal assessment.

Title: Marketing Management**Subject Code:A6****Contact Hours: 60 Hrs****Work load: 4 hours per week****Credit Points: 4**

Evaluation: Continuous Internal Assessment – 50 marks
Semester end Examination – 50 marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Marketing Management.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case discussions, Research article discussions.

Module I: Understanding Marketing Management:

Defining marketing for new realities; value, scope, concepts of marketing, understanding 4 Ps, marketing management tasks, Developing marketing strategies and plans; Marketing and customer value, corporate and division strategic planning, Business Unit strategic planning, nature and contents of marketing plan, Creating long term loyalty relationships, Creating and Capturing Customer Value, satisfaction and loyalty, maximizing customer lifetime value, cultivating customer relationships.

Module II: Capturing Marketing Insights:

Analyzing the Marketing Environment Collecting information and Forecasting and demand measurement, conducting marketing research, Modern marketing information system, Marketing intelligence, analyzing the macro environment, the scope of marketing research, marketing research process, measuring marketing productivity,

Module III: Connecting with Customers:

Analyzing consumer markets and Consumer Buyer Behavior, influencing factors, key psychological processes, buying decision process, Analyzing Business markets and Business Buyer Behavior, participants in buying process, Purchasing/procurement process, stages in the buying process, developing, managing, B-to-B marketing programs tapping into global markets; deciding which markets to enter, deciding how to enter the global market, deciding on marketing program, country of Origin effects.

Module IV: Building Strong Brands:

Identifying market segments and targets; basis for segmenting markets, market targeting, effective segmentation criteria, Crafting the brand positioning; developing brand positioning, choosing competitive frame of reference, establishing brand positions, alternative approaches to positioning, Creating Brand Equity; how does branding work? Defining brand equity, building brand equity, measuring brand equity, managing brand equity, devising brand strategy, customer equity, Addressing Competition and Driving growth; growth strategies, competitive strategies for marketing leaders, other competitive strategies, Product life cycle marketing strategies.

Module V: Creating value:

Creating Value for Target Customers, Setting Product Strategy; product characteristics and classifications, differentiation, design, product and brand relationships, packaging, labeling, warranties, and guarantees, Designing and managing Services; nature of services, new services realities, achieving excellence in services marketing, managing product-support services, Introducing New market offerings; new-product options, challenges in new product development, organizational arrangements, managing development process, consumer adoption process,

Developing pricing strategies; understanding pricing, setting the price, adapting the price, initiating and responding to price changes.

Module VI: Communicating Value:

Designing and managing Integrated marketing communications; role of marketing communications, communications mix, developing effective communications, selecting the marketing communications mix, managing the IMC process, Managing Mass communications; developing and managing advertising program, sales promotion, events and experiences, public relations, Managing digital communications; online marketing, social media, word of mouth, mobile marketing, Managing personal communications; direct marketing, customer database and database marketing, designing the sales force, managing the sales force, personal selling, relationship marketing.

Module VII: Delivering Value:

Designing and managing Integrated marketing channels; Marketing channels and value marketing, the role of marketing channels, channel – design decisions, channel management decisions, channel integration and systems, E-commerce marketing practices, M-commerce marketing practices, conflict, cooperation, and competition, Managing retailing, Wholesaling, and logistics; private labels. Conducting Marketing Responsibility for Long term success: Managing a holistic marketing organization for the long run; trends in marketing practices. Socially Responsible marketing and Ethics marketing implementation and control, the future of marketing.

References:

Philip Kotler and Kevin Keller “Marketing Management” latest edition, Pearson publications.

Philip Kotler and Gary Armstrong, “Principles of Marketing” latest edition, Pearson publications.

Ramsamy and Namakumari “Marketing Management” latest edition, MacMillan Publications.

Title: Human Resource Management**Subject Code: A7****Contact Hours: 45 Hrs****Work load: 3 hours per week****Credit Points: 3****Evaluation:** Continuous Internal Assessment – 25 marks
Semester end Examination – 50 marks

Objective: The objective of this course is to give the students the complete exposure to all the aspects of HRM

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case discussions,

Module 1: Human Resource Management: Introduction, meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM. Major functions of HRM, Role of HR Manager. HRM's evolving role in the 21st century.

Module 2: Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP. Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis, Staff Duties for HR

Module 3: Recruitment & Training: Definition, Sources and Methods of Recruitment, New Approaches to recruitment. Selection: Definition and Process of Selection. Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation, Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning

Module 4: Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation.

Module 5:

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry. Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees. Contemporary issues in Human resource Management

Recommended books:

Human Resource Management – Rao V. S. P, Excel Books

Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.

Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012.

Human Resource Management - Lawrence S. Kleeman, Biztantra, 2012. Human Resource Management – Aswathappa K HPH

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.

Title of the paper: Financial Accounting for Managers

Subject Code : A8

Contact Hours: 45 Hours

Work load: 3 hours per week

Credit Points : 3

Evaluation : Continuous Internal Assessment – 25 marks
Semester End Examination -- 50 marks

Objective:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to understand the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.

Pedagogy: Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1:

Introduction to Financial Accounting - Accounting information, Objectives of Financial Accounting – Accounting Concepts & Conventions - Introduction to Accounting Standards and Accounting Policy (AS – 1,2,3,6,10 & 20)

Module 2:

Accounting Process - Double Entry System of Accounting – Journal – Ledger - Trial Balance Preparation of cash book, preparation of Bank Reconciliation Statement and Rectification of errors)

Module 3:

Revenue recognition - Inventory Valuation – Principles, Methods (FIFO, LIFO, Weighted Average Cost) - Accounting for Fixed Assets & Depreciation (SLM & WDV).

Module 4:

Preparation of Final Accounts of Trading & Manufacturing firms with adjustments (Closing Stock, Accrued Incomes and Expenses, Depreciation, Appreciation, Bad Debts & PDD etc.) – Practical application of software packages for Accounting.

Module 5:

Preparation of Company Financial Statements - Contingent Liabilities and Post Balance Sheet Events – Introduction to IFRS - Ratio Analysis – Comparative Statements, Common-size Statements & Trend Analysis.

Text Books:

Financial Accounting – Managerial Perspective by R. Narayanaswamy, PHI Learning
Accounting Principles, Text and cases - Robert Antony and David F Hawkins Kenneth A Merchant, Tata McGraw Hill Publishing, New Delhi.

Financial Accounting - A Managerial Emphasis by Ashok Banerjee, Excel Publisher.

Accounting for Managers By Jessey Joseph Kuppapally, PHI learning

Reference Books:

Accounting for Management - Text and Cases by S K Bhattacharya and Dearden, Vikas Publication

Institute of Chartered Accountants of India, Compendium of Statements and Standards on Accounting, ICAI, New Delhi.

Financial Accounting for Management N Ramachandran, Ramakeshwar Kakani, TMH Publishing, New Delhi.

Essential of Financial Accounting, Ashish Bhattacharya, PHI Learning.

Accounting for Management by S.N. Maheshwari & S.K.Maheshwari, Vikas Publication.

COURSE OUTLINE FOR MBA SECOND SEM

Paper Code	Title of the Paper	No of credits	IA Marks	Sem End Exam	Total Marks
B1	Production and Operations Management	2	25	25	50
B2	Operations Research	3	25	50	75
B3	Corporate communication-II	2	25	25	50
B4	Financial Management	3	25	50	75
B5	Organisational Behaviour	4	50	50	100
B6	SIP (PROJECT)	4	50	50	100
B7	Business Research & Analytics (OEC)(offered in-house by the department)	4	50	50	100
TOTAL		22	250	300	550
Specialisation Courses					
<i>(Students to choose as many subjects as desired subjects to minimum credits per semester as per Table above)</i>					
GENERAL MANAGEMNT :		No of credits	IA Marks	Sem End Exam	Total Marks
B8	Management Information System	2	25	25	50
B9	Micro Small and Medium Enterprise Management	4	50	50	100
B10	Total Quality Management	3	25	50	75
	Total	9	100	125	225
MAR KETING STREAM:		No of credits	IA Marks	Sem End Exam	Total Marks
B11	Integrated Marketing Communication	3	25	50	75
B12	Consumer Behaviour	3	25	50	75
B13	Business Marketing	3	25	50	75
B14	Service Marketing	3	25	50	75
	Total	12	100	200	300
FINANCE STREAM:		No of credits	IA Marks	Sem End Exam	Total Marks
B15	Financial Markets & Services	4	50	50	100
B16	Cost and Management Accounting	3	25	50	75
B17	Behavioural Finance	2	25	25	50
B18	Insurance and Risk Management	3	25	50	75
	Total	12	125	175	300
HUMAN RESOURCE:		No of credits	IA Marks	Sem End Exam	
B19	Applications of Labour Laws	03	25	50	75
B20	Managerial Effectiveness and leadership	03	25	50	75
B21	Career Planning and Development	03	25	50	75
B22	Performance Management and competency mapping	03	25	50	75
	Total	12	100	200	300

Title: Production & Operation Management

Subject code: B1

Work load: 2 Hours per week

Contact Hours: 30

Credit Points:2

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 25

Objectives of the course:

To understand a basic concepts and systems view of production and operations management.

To understand the conversion of inputs into outputs process.

To understand functions of production, planning and control and methods to improve productivity

Pedagogy: Lectures, Assignments and Practical Exercise

Module 1: Introduction to Production and Operations Management

Meaning, Role of Production manager, Types of manufacturing process: Meaning, merit and demerits of job, batch and continuous production. Role of Technology in Production and Operations Management: Meaning, merits and demerits of automation, N/C machines, CNC machines, CAD, CAM, FMS and Group Technology.

Module 2: Production, Planning and Control.

Meaning, objectives and functions of PPC, scheduling, Capacity planning: Meaning, types and measurement of capacity, factors affecting capacity planning, steps involved in capacity planning and strategy for changing capacity.

Module 3: Facility Location.

Meaning, importance and factors affecting plant location, steps in plant location selection, location models: factor rating method, point rating method, and Break even analysis.

Module 4: Facility Layouts.

Meaning, objectives and factors influencing facility layout, Classifying of layout: Process layout, Product layout, fixed layout and combination layout, service facility layout. Layout planning and design: Layout tools and techniques, templates, models, travel chart, load distance analysis.

Module 5: Productivity

Meaning, factors influencing productivity, productivity improvement techniques: Meaning, advantages, disadvantages of work study. Steps involved in Method study and Time study.

Text Books:

Production and Operations Management by K. Aswathappa and K. Shridhar Bhat.

Production and Operations Management by Evrette E Adam, Jr. Ronald J. Ebert

Modern Production and Operations Management by Elswood S. Buffa

Reference Books:

Elements of Production Planning and Control by Samuel

Eilion. Work study by ILO

Title: Operations Research

Subject code: B2

Work load: 3 hours per week

Contact Hours:45

Credit Points: 3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination 50

Objectives: The objective of the course is to equip the students with the techniques of data analysis.

Pedagogy: Lectures, Assignments and Practical Exercises

MODULE 1 : Introduction of OR

Operation Research: Meaning: scope: aid to decision making, Importance of OR techniques in business and industry

MODULE 2 : Linear Programming

Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations, Slack, surplus, Simplex method (Simple examples on change in price)

MODULE 3 : Transportation problems:

Introduction, Formulation of Transportation Problem (TP), initial basic feasible solution by North West corner rule, matrix maxima method, Vogel approximation method, degeneracy, MODI method, Moving Towards Optimality

Assignment problems: Initial solution, optimal solution, Hungarian method, Maximization problem as assignment problem, Routing Problem, Travelling Salesman Problem.

MODULE 4 :Project Scheduling and PERT , CPM

Introduction, Basic Difference between PERT and CPM, Network Components and Precedence Relationship, Rules for drawing the network diagram construction, Application of CPM and PERT techniques in project planning and control. Crashing of Project Duration.

MODULE 5 : Game Theory

Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Two-person zero-sum game; pure and mixed strategy games, saddle point.

Reference Books

Gupta Prem Kumar and Hira Das (1999). Op. Cit, Chap. 3 & 4, pp. 148-241.

Shenoy G.V. etal(1999). op. Cit, Chap. 2, pp. 70-109.

Taha, H.A.(1999). O.P. Chap 5, pp 165-213.

Gupta P and Hira. D.S (2003). Op. Cit, pp 709-753.

Srivastava, U.K.etal (1997). Op. Cit, Chap-20, pp. 695-720.

Gupta Premkumar and Hira, D.S. (2003). Operations Research, New Delhi: S.Chand& Co. Ltd., Chap 1, pp 1-40

Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007

Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011

Title: Corporate Communication-II**Subject code: B3****Contact Hours:30****Work load: 2 hours per week****Credit Points:2****Evaluation:** Continuous Internal Assessment - 25
Semester End Examination - 25

Objective of course: The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world. Practical activities in this subject will help the students to use communication skill as a strategic asset to build their managerial career.

Pedagogical Tools: Lecture, Seminar, Case Studies, Simulation based Games, Team exercise

Module 1:

Written communication – importance, types of written communication in organization (memos, circular, office order, notice etc), principles effective of business letter writing, types of business letters, e-mail writing, writing reports, business proposals and business plans

Module 2:

Technology enabled communication – different forms of technology used in corporate communication Business etiquettes (give the exposure to students) Netiquettes

Module 3: Communication Lab

(Students are required to submit journals and practical exam will be conducted for the students.)
Writing of different types of business letters (cover all types of business letters) E-mail writing and analysis, Writing of business plans / business proposals, Writing business reports, Conducting mock press conference, Preparation of CV and Video Resume, Mock interview – Telephonic, Skype Interview, Video Conference, Netiquettes, English language exercises- grammar, sentence framing, Exercise on understanding Non verbal cues & cross cultural communication barriers(analysis or preparation of video)
Preparation of PowerPoint presentation (guidelines for PPT Preparation, insertion of table, graphs, pictures, hyperlink etc...) Presentations (using technology and without technology) Conducting mock business meeting

Reference books:

Business communication by P.D.Chaturvedi, Pearson Publication

Basic Business Communication' 10th Edition by Lesikar & Flatley TMH Publication. 'Business Communication' 3rd Edition by Mary Ellen Guffey Thomson Publication.

'Foundation of the Business Communication' by Dona. J. young-Tata McGraw Hill TMH Publication.

'Business Communication' by Meenakshi, Raman Prakash Singh.

Business communication by Urmila Rai, Himalaya Publishing house Business communication by Shalini Verma, Vikas Publishing House

Title: Financial Management

Subject code: B4

Work load:3 hours per week

Contact Hours: 45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objective: The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context. This paper aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Pedagogy : Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars

Module 1: Financial Management:

Introduction to Financial Management – Goals and Objectives of Financial Management - Finance Functions - Interface between Finance and Other Business Functions. Introduction to Time Value of Money.

Module 2: Financial Planning:

Introduction to Financial Planning – Objectives – Benefits – Guidelines - Steps in Financial Planning - Factors Affecting Financial Planning - Estimation of Financial Requirements of a Firm – Capitalisation.

Module 3: Cost of Capital:

Introduction of Cost of Capital – Significance - Cost of Different Sources of Finance – Estimation of Weighted Average Cost of Capital.

Module 4: Capital Structure Decisions:

Introduction to Capital Structure - Leverage - Operating Leverage - Financial Leverage - Combined Leverage – Operating and Financial Risks - Features of an Ideal Capital Structure - Factors Affecting Capital Structure - Theories of Capital Structure (NI, NOI, MM & Traditional Approaches).

Module 5: Capital Budgeting Decisions:

Introduction to Investment Decisions - Importance and Complexities involved in Capital Budgeting Decisions - Phases of Capital Expenditure Decisions - Identification of Investment Opportunities - Capital Budgeting Process - Investment Evaluation Criteria (Both Discounted & Non-discounted Techniques). Introduction to Risk Analysis in Capital Budgeting.

Module 6: Working Capital Management:

Introduction - Objectives – Need – Types of WC - Operating Cycle & its estimation - Determinants of Working Capital - Approaches for Working Capital Management - Estimation of Working Capital - Introduction to Cash, Receivables and Inventory Management.

Module 7: Profit Appropriation Decisions:

Introduction – Significance – Factors affecting Dividend Decisions - Stability of Dividends - Forms of Dividends – Theories of Dividend - Buy Back of Shares.

Text Book:

‘Financial Management’ by M Y Khan & P K Jain, Tata McGraw Hill Publication, New Delhi.

Reference Books:

Financial Management by I.M.Pandey, Vikas Publishing House, New Delhi..

Financial Management: Theory and Practice by Prasanna Chandra, Tata McGraw Hill Publication, New Delhi.

Financial Management: Problems & Solutions by Ravi M Kishore, Taxmann Allied Services Publication, New Delhi.

Cases in Financial Management by I M Pandey and Ramesh Bhat, Tata McGraw Hill Publication, New Delhi.

Title: Organizational Behaviour

Subject code: B5

Work load: 4 Hours per week

Contact Hours: 60

Credit Points:4

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Objectives: The course aims at enhancing the understanding of dynamics of interaction between individual and organisation.

Pedagogy: Lectures, Assignments and Practical Exercises

Module 1: Introduction,

Definition, Historical Development, Challenges and Opportunities for OB and outcomes.

Module 2:

Diversity, Abilities, Attitudes and Job Satisfaction, Emotion and Moods, Personality and Value, Perception and Individual Decision- Making.

Module 3:

Motivation Concepts: Definition, Early Theories of Motivation Contemporary Theories of Motivation. Motivation: From Concepts and Applications.

Module 4:

Group Behavior: Definition and Classifying Groups, Stages of Group Development, Group Properties and Group Decision Making. Teams: Difference between Group and Teams Types of Teams, Creating Effective Teams, Successful Teams, Team Composition, Team Processes, Turning Individuals into team Players etc. Power and Politics; Definition of Power, Politics, Power in action, the reality of politics causes and consequences of Political Behaviour, etc. Conflict and Negotiation: Definition, Transitions in Conflict Thought, the conflict process. Negotiation: Definition, Bargaining strategies, the Negotiation Process, etc.

Module 5:

Organization Culture; Organizational Change and Stress Management.

Reference Books:

Organizational Behaviour – Stephen P Robbins, Timothy A Judge, Neharika Vohra – Fifteenth Ed – Pearson, New delhi 2014.

Organizational Behaviour – Fred Luthans – Twelfth Ed- Mc Graw Hill, Singapore – 2011. Organizational Behaviour-K.Ashwatappa, Himalaya Publication

Title: Summer Implant Project [SIP]

Subject Code: B06 [4 credits]

Workload: 60 days on site of organization & institute for guidance

Evaluation: Project Report – 50 marks

Project Viva -- 50 marks

Preamble: The Summer Implant Project (SIP) is a fully practical oriented course which has been designed to give students indepth knowledge about industry/ business. Summer Implant Training (SIT) is designed at the end of first year, where in student would have studied the foundation courses in management and will have more scope to apply knowledge. In this subject, wherein he will be encouraged to explore concepts already dealt in the class and understand its application in the field. The student while carrying summer implant training Project is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Project.

PROCESS / GUIDELINES:

- 1) Each student will select an organization of his/ her choice and a project in his/her area of interest. Or institute will depute the students to various organizations looking at their area of interest.
- 2) In case the student makes the choice of the organization, it has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Project. The assignment of mentor and choice of organization should be made on or before the II semester exams.
- 3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry or business everyday for all seven days in a week or as per industry/ organization's rule. The industry expert will act as the External guide and the student is required to submit attendance details every week to the institute.
- 4) The proposal for the Summer Project or title of the project should be submitted to the Institute, which will ensure the registration of students for Project. Students should prepare these proposals in consultation with the Internal and External Guide.
- 5) Students should send Joining Report on the first day of the joining which should be duly signed by the external guide.
- 6) Student should also send weekly report/s every week keeping posted about the work – in – progress with regard to project to the institute. Each student should send 8 weekly reports without fail.
- 7) The format for the proposal or deciding about project title is as given below:
 - Title of the study
 - Need for the study (Stress on Need for study-current trends in the area)
 - A review of earlier research studies conducted
 - Objectives of the study
 - Methodology
 - Proposed outcomes and benefits of the study
- 8) There will be eight weeks for the completion of the concerned proposal. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all reports is to be sent to Chairman BOE, KIMS, KUD immediately after the submission date.

- 9) There shall be 2 copies of project reports along with a CD to be submitted by each student to the institute.
- 10) Separate presentations for the organizations and the Institute have to be arranged before completion of the project or as per convenience.
- 11) There will be a project viva-voce conducted by Karnatak University, soon after the theory examinations. The panel of examiners will be similar to SIP.

Deliverables:

The students are required to deliver the following Deliverables without any concessions as per the dates mentioned in the above process.

- 1) Joining Report and deciding project title/ proposal
- 2) Submission of project report (Soft copy (CD)+ Hard copy- 2no.s /Project)
- 3) Presentation (for organization and the Institute)
- 4) Presentation for Viva-voce examination to be conducted by KUD.
- 5) Student to present 1 copy to the organization and get the Certificate.

Format for Project Reports

The format for the Major Concurrent Project reports should be in the following manner.

Executive Summary
Introduction of the study
About the organization – Brief
Objectives
Analysis and Findings
Discussion
Conclusion
References

In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Project report focuses the study undertaken by the student and its findings. The report should contain minimum 75 pages with the following styles:

- i) A-4 size paper (Executive Bond)
- ii) MS Word style with Times New Roman Font
- iii) Font size -12 for Text and 14 for headings
- iv) Paper settings with 1 inch margins on all the four sides.

Title: Business research and analytics (OEC)

Subject code: B7

Work load: 4 hours per week

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Contact Hours:60

Credit Points:4

Objective: Research is the powerful tool in the modern world. Managers need to have essence of systematic answers for their hypothesis. The objective of the course is to experience the skills of Business Research in all functional area which gives creativity, thinking and knowledge with working knowledge of software.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1 Introduction to Research Design:

Meaning, scope and importance of Business research; Types of research, Basic, applied, Exploratory, conclusive, descriptive, the research process, problem definition, formulation and preparation of research proposal. Review of literature, use of Software (Ex. Zotero / MS Word). Research application – various functional areas, Features of research study.

MODULE 2 Sample Design and Sampling:

Determining universe, sampling frame and sampling unit; determining sampling method; non probability and probability methods; sample size determination (statistical); sampling errors vs. non-sampling errors

Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling.

MODULE 3 Qualitative methods of data collection

Qualitative & quantitative data, **Secondary:** Internal, external, published, electronic, uses & benefits of secondary data, drawbacks. **Primary data:** mail survey, telephone survey and interviews and their evaluation; observations; questionnaire preparation and administering, organizing fieldwork for a collecting data. **Questionnaire design (QD):-**Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents.

MODULE 4 Data Processing and testing:

Measurement scales, Tabulation (Coding Sheet) and analysis of data, Correlation & regression, Parametric & Non-Parametric Tests. **Hypothesis:** basic concepts, Type-I & Type II errors, hypothesis testing for means and proportions for small and large samples.

Statistical calculations using SPSS: Creating a Data File, Defining Variables & data, Frequencies, Crosstabs, Hypothesis Testing Reliability test (and above tests), factor analysis, Chi-square test for goodness of fits and independence. T-Test, Z-Test, F-Test, U-Test, Kruskal-Wallis Test, Mann-Whitney U Test, Wilcoxon, Multivariate analysis ANOVA one way and two way classification,

MODULE 5: Report writing and presentation of results:

Importance of report writing, types of research report, report structure, guidelines for effective documentation, bibliography using MS Word /Zotero. Concepts of plagiarism

MODULE 6: Mini Project:

Research application to respective functional areas with features of research.

Student Work flow:

Identify the problem and collect relevant literatures using search technique

Students are expected to write the research design on Exploratory and Descriptive Research Set

Title and objectives of the problem

Students are asked to prepare the structured interview/ questionnaire(Ex:brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions, consumer perception towards any FMCG., employee satisfaction level)

Students are asked to conduct Market survey/ Interview (offline / online) Data Analysis using SPSS. Data Interpretation and report writing (DOC, DOCX , PDF) Report presentation methods, ex: Power Point Presentation

Books / References

Textbook:• Gupta Prem Kumar and Hira Das (1999). Chap. 3&4, pp. 148-241.

SPSS in simple steps – Kiran Pandey, Dreamtech Press (2011)

Shenoy G.V. etal(1999). op. Cit, Chap. 2, pp. 70-109.

Taha, H.A.(1999). O.P. Chap 5, pp 165-213.

Research Methodology- C R Kothari, Vishwa Prakashan,2002

Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007

Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi -Vikas Publication – 2014

Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013

Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill – 2012

Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007

Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011

Marketing Research By Tull& Hawkins

Reference Books :-

- *Gupta P and Hira. D.S (2003). Op. Cit, pp 709-753.*
- *Kothari C.R.(2003). Quantitative Techniques, New Delhi: UBS Publishers Distributions Ltd.,*
- *Sharma, Anand(2000). Quantitative Techniques for Decision Making, Mumbai: Himalaya*
- *Boyd H W & Westfall: Marketing Research text and cases Richard Irwin*
Inc o Lucki D J Wales H G Etal: Marketing Research Prentice Hall

GENERAL MANAGEMENT SPECIALISATION

Title: Management Information Systems

Subject code: B8

Work load: 2 hours per week

Contact Hours: 30

Credit Points: 2

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 25

Objective: This is aimed at developing an understanding of Use of Information Technology as a Strategic Tool for business management. Information systems are one of the major tools available to business managers for achieving operational excellence, developing new products and services, improving decision making and achieving competitive advantage. Hence it is necessary for the MBA Students to do a course on MIS to expose themselves to the advancement in the information technology, information systems, their applications to real- life world, challenging tasks in managing the information systems etc.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1: MIS Introduction

MIS concepts, role of MIS, role and importance of management, **Information:** Classification of Information, Methods of Data and Information collection; Value of Information; Organization and Information Systems, Changing Environment and its impact on Business - The IT/IS and its influence - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

Module 2: Telecommunication and Networks

Introduction - Communication, Media, Modems & Channels - LAN, MAN & WAN – Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth and Wi-Max.

MODULE 3: Kinds of Information Systems

Transaction Processing System (TPS) - Office Automation System (OAS) – Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

MODULE 4: Systems Analysis and Design

Analysis of existing system and of new requirements. System Analysis and Development and Models -Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD.

MODULE 5: Types of Information Systems

Transaction Processing System (TPS) - Office Automation System (OAS) – Management Information System (MIS) - Decision Support System (DSS) - Expert System (ES) - Executive Support System (EIS or ESS). Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions - IS in hospital, hotel, bank industry.

Module 6 :Cyber Law

Boon & bane of Internet, Illegality in cyber world, Internet Service Providers, Legal aspects & Net: Responsibilities of Business Professionals, Cyber crimes & Hacking, Internet and issue of Jurisdiction, Internet Marketing ethics and IT act 2000/2008 , cyber terrorism

Recommended Text Books

“Management Information Systems “, W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004
“Management Information Systems”, Kenneth J Laudon, Jane P. Laudon, Pearson/PHI, 10/e, 2007
“Introduction to Information System”, James A. O’ Brien, Tata McGraw Hill, 12th Edition. Cyber Laws – Krishnakumar, Dominant Publication
Computer Law- Chris Reed , John A, Blackstone Press Ltd.

Reference Books

“Corporate Information Strategy and Management”, Lynda M AppleGate, Robert D Austin et al, Tata McGraw Hill, 7th Edition.
“Management Information Systems”, Effy Oz, Thomson Course Technology, 3/e, 2003 .
“Information Technology for Management”, Turban, McLean, Wetherbe, Wiley
“Management Information Systems”, C.S.V. Murthy Himalaya Publishing House, 3/e
“Management Information Systems”, S.Sadagopan, PHI, 1/e, 2005
“Principals of Information Systems”, Ralph M. Stair, George W. Reynolds, Thomson Course Technology, 6/e, 2004

Title: Micro Small and Medium Enterprise Management

Subject code: B9

Contact Hours:60

Work load: 4 hours per week

Credit Points:4

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Objective: The objective of course is to provide the insights about MSME, its working and the management process.

Pedagogy Tools: Lecture, Seminar, Project, case study

Module 1 Micro, Small and Medium enterprises: Introduction: Definition, characteristics and their role in economic development, Problems of small-scale industries, Growth of small scale sector in India.

Setting up a Small Business: Determination of the nature of the business unit; Micro, Small and Medium enterprise, Comparative evaluation of feasibility of buying an existing enterprise.

Module 2 Setting up a new venture: Starting the business through franchising, Location strategy, and Preliminary registration with State Directorate of Industries. Financing of Small Enterprises And Agencies that Promote Entrepreneurship Development: Need for financial planning –Types of loan – Financial institutions - SFC, IDBI, NSIC and SIDCO

Module 3 Finance for MSME: Role of the State and central government, role of :DIC – District Industrial Center, SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India, NIESBUD – National Institute of Entrepreneurship and Small Business Development, NEDB – National Entrepreneurship Development Board. Policy Environment for Small scale sector, Pre and Post 1991 Industrial policy, New policy measures, Reports of various working groups on SSIs; Kothari committee 2000 and Ganguly committee 2004. Financing by commercial banks and non traditional sources, risk and challenges.

Module 4 Sickness of MSME: Reasons, measures, assessment of viability of sick industries and their rehabilitation, govt policy for strengthen small business, taxation benefits for SME.

Module 5 Globalization & SME: Changing scenario of SMEs in the era of liberalisation and globalization, Competitiveness, Quality control and branding, Need for professionalism in management of small business in India, social responsibilities of small business owners, Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006: Objectives and Definition, Provisions pertaining to promotion and development of MSMEs.

Module 6 Strategies for SME: Product, Price, Promotion and Distribution strategy for MSME growth

Module 7 Social entrepreneurship: What is social business, why social entrepreneurship, emergence, influence on marketing, policies effect and impact on rule and regulation

Module 8 Rural MSME management:Need, importance, emerging trend in the area, rural msme and government policies, marketing and financing strategy of rural msme, problems, challenges and opportunities

Module 9 Small business accounting: Need, why accounting matters?, accounting for business decision making

Reference Books:

Management of a small scale industry- Vasant Desai, Himalaya Publication

Small Business Management Fundamentals-Dan Steinhoff, TMH

Title: Total Quality Management

Contact Hours: 45

Subject code: B10

Credit Points: 3

Work load: 3 hours per week

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objectives: This course is designed to help students to develop basic appreciation of quality concepts and learn the tools and techniques to achieve quality. It also gives the totally integrated effort for gaining competitive advantage by continuously improving every facet of an organization's activities.

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE 1 Introduction to TQM:

Various definitions of quality and TQM, Core concepts of quality, The masters of quality(W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Ginichi Taguchi, Shigeo shingo) Evolution of quality, The Total Quality Management Excellence Model, Strategic Quality Management,

MODULE 2 Continuous process improvement:

Concepts of Kaizen, Kaizen vs. Innovation, Kaizen Strategy, House of Quality, Quality Function deployment, Quality Circles. Brain storming, Value analysis, Poka Yoke, Bench marking.

MODULE 3 Quality Improvement Tools:

The Seven Statistical tools, The New Seven tools, Other Quality Improvement Tools – Vision and Mission Statements, Stastical quality control, Acceptance sampling, **Process capability studies (six-sigma), Acceptance sampling, TPM.**

MODULE 4 Total Quality Management Models:

Deming award, Malcolm Baldrige National Quality award, The European Quality award, CII-EXIM bank award, Rajiv Gandhi National peacock award.

MODULE 5 Quality Management System:

Quality Systems, Quality Management Principles, ISO 9001:2000, ISO 14000, Introduction to sector specific quality Management System, Quality certification and Quality audit.

References:

Imai Masaki, Kaizen, The key to Japan's Competitive Success, McGraw-Hill, Inc., International Edition, 1991.

Heizer and Nathan, Cases in Total Quality Management Manufacturing and services, Thomson South-western, 2004.

Encyclopedia on TQM 6 volumes, Mc Graw Hill Publication

Basterfield H Dale and others, Total Quality Management, Pearson Education/PHI, Inc. 2006.

K.Shridhar Bhat Total Quality Management (Himalaya publishing house 2005).

Poornima M Charantimath, Total Quality Management, Pearson Education, 2003.

MARKETING SPECIALISATION

Title: Integrated Marketing Communication

Subject code: B11

Work load:3 hours per week

Contact Hours:45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Integrated Marketing Communication.

Pedagogy : Lectures, Assignments, case studies, seminar,

MODULE I: Introduction:

Integrated Marketing Communications: The Role of IMC in the Marketing Process. Integrated Marketing Program, Situation Analysis: Organizing for Advertising and Promotion.

MODULE II:

The Role of Ad Agencies and Other Marketing Communication Organizations, Perspectives on Consumer Behavior.

MODULE III:

Analyzing the Communication Process: The Communication Process, Source, Message, and Channel Factors.

MODULE IV: Objectives and Budgeting for Integrated Marketing Communications Programs, Establishing Objectives and Budgeting for the Promotional Program.

MODULE V:

Developing the Integrated Marketing Communications Program: Creative Strategy: Planning and Development, Implementation and Evaluation, Media Planning and Strategy, Evaluation of Media: Television and Radio, Evaluation of Print Media, Support Media.

MODULE VI:

Direct Marketing, The Internet and Interactive Media, Sales Promotion, Public Relations, Publicity, and Corporate Advertising.

MODULE VII:

Monitoring, Evaluation, and Control, Measuring the Effectiveness of the Promotional Program, International Advertising and Promotion, Regulation of Advertising and Promotion, Evaluating the Social, Ethical, and Economic Aspects of Advertising and Promotion Web, Personal Selling (online). 4 hours

Text Book

George E Belch, Michael A Belch and Keyoor Purani “Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE)” McGrawHill education.
Shimp and Andrews, “Advertising, promotion and other aspects of IMC”, Cengage.

Title: Consumer Behaviour

Subject code: B12

Work load:3 hours per week

Contact Hours: 45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Consumer Behavior.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module I: Consumer Behavior and Marketing strategy:

An Introduction: Applications of Consumer behavior, market analysis components, market segmentation, marketing strategy, consumer decisions, nature of consumer behavior, Models Of Consumer Behavior and Decision Making.

Module II: External Influences:

Cross-Cultural variations in Consumer Behavior: concept of culture, variations in cultural values, cultural variations in non-verbal communications, global cultures, global demographics, cross-cultural marketing strategy. The changing society; changes in cultural values, marketing strategy and values, Demographics and social stratification; understanding demographics, generations, social stratification, social structure, measurement of social class, social stratification and marketing strategy, Subcultures; nature of subcultures, religious subcultures, regional subcultures, Ethnic subcultures etc., Families and households; Nature of households, the household life cycle, marketing strategy and household life cycle, family decision making, marketing strategy and family decision making, consumer socialization, marketing to children. Group influences on consumer behavior; types of groups, reference groups influences and marketing strategy, communication within groups, and opinion leadership, diffusion of innovations.

Module III: Internal Influences:

Consumer Perceptions; nature, of perception, Exposure, Attention, Interpretation, perception and marketing strategy, Consumer Personality; use of personality in marketing practices, emotions and marketing strategy, Consumer Attitude: attitude components, attitude change strategies, individual and situational characteristics that influence attitude change, communication characteristics that influence attitude formation and change. Market segmentation and product development strategies, based on attitudes, Self concept and lifestyle; nature of lifestyle, the VaLs system, Geo-lifestyle analysis, international lifestyles, Consumer Motivation: nature of motivation, motivation theory and marketing strategy, Consumer Learning And Memory and product positioning; nature of learning and memory, memory's role in learning, learning under high and low involvement, learning, memory, and retrieval, brand image and positioning, brand equity, and brand leverage.

Module IV: Decision Making Process:

Situational Influences; the nature of situational influence, situational characteristics and consumption behavior, ritual situations, situational influences and marketing strategies, Consumer decision process and problem recognition; types of consumer decisions, the process of problem recognition, uncontrollable determinants of problem recognition, marketing strategy and problem recognition. Information search; nature of information search, types of information search, sources of information, amount of external information search, costs Vs. benefits of external search

marketing strategies based on information search pattern. Alternative evaluation and selection; How consumers makes choices? Evaluative criteria, individual judgment and evaluative criteria, decision rules for attribute-based choices, outlet selection and purchase; outlet choice Vs. Product choice, the retail scene, attributes affecting retail outlet selection, consumer characteristics and outlet choice, In-store and online influences on brand choices, purchase, Post-purchase processes, customer satisfaction, and customer commitment; post purchase dissonance, product use and nonuse, disposition, purchase evaluation and customer satisfaction, dissatisfaction response, customer satisfaction and repeat purchases, and customer commitment.

Module V: Organization as consumer:

Organizational buyer behavior; organizational purchase process, organizational culture, factors influencing organizational culture. Market Segmentation and Consumer Behavior. Relationship Marketing and Consumer Behavior. Consumerism And Consumer Movements- A historical Perspective: Marketing regulation and consumer behavior, regulation and marketing to children, marketing to adults.

Text Books:

Del I Hawkins, David L Motherbaugh and Amit Mookerjee, “Consumer Behaviour – Building Marketing Strategy”, McGrawHill Publications.
Leon G Schiffman, Joseph Wisenblit and S Ramesh Kumar “Consumer Behaviour”, Pearson Publications.

References:

Soloman and Soloman, “Consumer Behaviour” Pearson publications, latest edition
Ramneek Kapoor and Nnamdi O. Madichie, Consumer Behaviour, McGrawHill Publications
Satish K Batra and S H H Kazmi, “Consumer Bhevaiour – Text and Cases”, Excel Publications.

Title: Business Marketing

Subject code: B13

Contact Hours: 45

Work load: 3 hours per week

Credit Points: 3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Industrial Marketing. To gain insights in to the various steps of Organizational Buying Process. To understand global practices of Organizational Buying and analyze the web presence of Companies. To understand the mechanism of third party outsourcing including both Products and Services.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

MODULE 1: Introduction to the Subject.

Definition of Industrial & Consumer Product. Basis of Classification. Difference between Industrial & Consumer Marketing. Classification of Industrial and Consumers Products.

MODULE 2: Key Characteristics of Organizational Buying Process.

Industrial Buying .Buying Motivations of Organizational Buyers ,Purchaser's Evaluation of Potential .Environmental Influences on Organizational Buying Process.

MODULE 3 : Industrial Marketing Planning.

Problems in Planning. Planning Process. Organizational Demand Analysis. Segmenting the Industrial Market, Targeting & Positioning. Industrial Product Strategies. New Industrial Product Development. Managing Service for Business Markets. Emerging business services.

MODULE 4: Managing Business Marketing Channels.

Pricing Strategy for Business Market. Industrial Advertising and Promotions. Industrial Advertising. Power of Internet Marketing Communication.

MODULE 5: Managing Industrial selling.

Personal Selling Function .Organizing Personal Selling Effort. Key Account Management. Sales Administration. Transforming the selling process through Internet.

Reference Books:

Industrial Marketing By Krishana K Hawaldar 2edition, TMH

Sharad Sarin, "Business Marketing" latest edition, TMH

Sharma Dheeraj, Hutt and Speh "B2B Marketing, Cengage learning.

Industrial Marketing Text and Cases By Francis Cherunilam HPH

Title: Services Marketing

Subject code: B14

Work load: 3 hours per week

Contact Hours : 45

Credit Points :3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Services Marketing.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussions, Research Articles Discussions.

Module I: Foundations for Services Marketing:

Introduction to Services; What are services? Why services marketing? Services and technology, comparison of goods and services, services marketing mix, staying focused on the customer. Conceptual Framework: The Gaps Model of Service Quality; customer gap, provider gap, closing the gap.

Module II: Focus on the Customer;

Consumer behavior in services, search, experience and credence properties, consumer choice, experience, post experience evaluation, global differences. Customer Expectations of Service; meaning and types of service expectations, factors that influence customer expectations, issues involving customer' services expectations. Customer Perceptions of Service; customer perceptions, satisfaction, service quality, service encounters.

Module III: Understanding Customer Requirements:

Listening to Customers through Research, using marketing research to understand customer expectations, elements in an effective services marketing research program, analyzing and interpreting marketing research findings, using marketing research information, upward communication. Building Customer Relationships; relationship marketing, relationship value of customers, customer profitability segments, relationship development strategies, relationship challenges, Service Recovery; the impact of service failure and recovery, how customers respond to service failures, customers' recovery strategies, services guarantees.

Module IV: Aligning Service Design and Standards:

Service Innovation and Design; challenges of service innovation and design, new services development process, types of service innovations, stages in services innovation and development, services blueprinting, high performance services innovations Customer-Defined Service Standards; factors necessary for appropriate service standards, types of customer defined services standards, development of customer defined service standards. Physical Evidence and the Servicescape; types of service scapes, framework for understanding servicescape effects on behavior, guidelines for physical evidence strategy.

Module V: Delivering and Performing Service:

Employees' Roles in Service Delivery; service culture, critical role of service employees, boundary spanning roles, strategies for developing service quality through people, customer

oriented service delivery. Customers' Roles in Service Delivery; importance of customers in service co creation and delivery, customer's roles, self-service technologies – the ultimate customer participation, strategies for enhancing customer participation, Delivering service through intermediaries and electronic channel; service distribution, direct/company owned channels, franchising, agents and brokers, E-channels, issues involving intermediaries, strategies for effective service delivery through intermediaries. Managing Demand and Capacity; underlying issue: lack of inventory capacity, capacity constraints, and demand patterns, strategies for matching capacity and demand, yield management: balancing capacity utilization, pricing, etc, waiting line strategies.

Module VI: Managing Service Promises:

Integrated Service Marketing Communications; need for coordination in marketing communication, key service communication challenges, five categories of strategies to match service promises with delivery, Pricing of Services; three key ways that service prices are different for consumers, approaches to pricing services, pricing strategies that link to the four value definitions.

Module VII: Service and the Bottom Line:

The Financial and Economic Impact of Service; service and profitability: the direct relationship, offensive and defensive marketing effects of service, customer perceptions service quality and purchase intentions, the key drivers of service quality, customer retention, and profits, company performance measurement. Cases.

References:

Zethaml, Bitner, Gremler and Pandit “Services Marketing” 6th edition, McGrawHill publications.

Christopher Lovelock, “Services Marketing”, latest edition, Pearson Publications.

FINANCE SPECIALISATION

Title: Financial Markets & Services

Subject code: B15

Work load: 4 hours per week

Contact Hours: 60

Credit Points: 4

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Objective: The main objective of this course is to provide students an exposure to financial markets and services.

Pedagogy: Lectures, Assignments/Project, Practical Exercises, Student Presentation and Case Analysis.

Module 1: Introduction to Financial Markets:

Overview of Indian Financial System - Financial markets - Capital, Money & Forex markets and their linkages - Role of financial system in economic development, financial services and products, financial innovation, financial engineering.

Module 2: Primary Markets:

Its operations, methods of raising fund, IPO'S, FPO's, OFS, Book Building, participants in PM, price fixing and allotment of share.

Merchant banking: Functions/services of merchant banker - Raising Equity and Debt capital - Management of Capital issues, underwriting and brokerage - SEBI guidelines for Merchant Banking.

Module 3: Secondary Market:

Its Organization & functioning, trading strategies, trading mechanism –trading and Settlement Procedures in BSE & NSE, Internet based trading, margin trading, Stock brokers. Listing and Depository System.

Module 4: Govt. Securities Market:

Money market instruments, trading system, participants, Primary Dealers, Auction System, and NSEWDM.

Module 5: Regulatory Institutions:

SEBI, Role of SEBI in Indian Financial Markets, Rules & regulations of SEBI related to Financial Markets, RBI & its guidelines, IRDAI, AMFI, and PFRDA.

Module 6: Lease Financing:

Leasing Process - Types of leasing - Historical perspective of leasing - Present legislative framework of leasing - Lease and taxes - Lease evaluation from the lessor point of view - Lease evaluation from the lessee point of view

Module 7: Hire purchase:

Concepts and characteristics - Hire Purchase vs Lease - Conditions and warranties in Hire purchase & their implications - Tax implications of hire purchase – Evaluation of hire purchase from hirer and hiree point of view.

Module 8: Factoring & Forfaiting:

Meaning of factoring - Process or steps involved in factoring - Types of factoring - Benefits of factoring - Financial Evaluation of factoring - Process & Features of forfaiting.

Module 9: Credit Rating:

The concept of credit rating - Approaches and process - Classification of credit rating - Benefits and drawbacks of credit rating - Credit rating agencies and their ratings for financial instruments - SEBI Guidelines for Credit Rating Agencies

Module 10: Consumer Finance:

Introduction to Consumer Finance - Credit cards, vehicle financing, financing of other consumer durables.

Housing Finance: Nature, Norms, Refinance support - Housing finance system and schemes - National Housing Bank.

Text books:

Financial Markets and Institutions By Dr S Gurusamy, Tata McGraw Hill Publication, New Delhi.

Financial Services' by M Y Khan, Tata McGraw Hill Publication, New Delhi.

Reference Books:

Indian Financial System By Dr S C Bihari

Financial Services & Markets By Punithavati Pandian, Vikas Publishing House, New Delhi.

Merchant Banking & Financial Services by S Guruswamy, Tata McGraw Hill Publication, New Delhi.

Merchant Banking & Financial Services by Madhu Vij & Swati Dhawan, Tata McGraw Hill Publication, New Delhi

Title: Cost and Management Accounting

Subject code: B16

Work load: 3 hours per week

Contact Hours: 45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objectives: To acquaint the students with cost and management accounting mechanics, process & system and their managerial implications; To familiarise them with cost records / statements and To develop an appreciation about the utility of cost information as a vital input for management information and decision making process.

Pedagogy : Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1: Introduction to Cost and Management Accounting

Cost Accounting - meaning, objectives , scope and importance, concepts of costs, classification and elements of cost, cost centre and cost unit, methods and techniques of costing, role of accountant in decision making. Meaning, objectives and Scope of Management Accounting, Tools and Techniques of Management Accounting, Relationship with different branches of accounting, role of management accountant in decision making.

Module 2: Material Cost, Control and Techniques of Inventory Management

Meaning of Material cost, types of materials, purpose for holding material, material control, Procurement procedure and documentation. Inventory Management techniques of fixing stock levels, EOQ, ABC analysis. Treatment of waste, scrap, discarded inventories.

Module 4: Activity Based Costing (ABC)

Meaning, Importance, Characteristics, Elements and Steps involved in ABC, ABC vs. Traditional Costing , Uses and Limitations.

Module 5: Costing System & Methods

Costing Systems | Unit and Output Costing | Job Costing: Job Cost Cards, Collecting Direct & Indirect Costs, Allocation of Overheads and its Applications. Contract Costing: Features (Theory), Distinction between Job and Contract Costing. Process Costing: Features, Applications. Service Costing: Features and Applications (Transport).

Module 6: Budgeting and Budgetary Control

Meaning, objectives and scope of budgeting - Forecast and budget – Types of budgets – Cash budget, flexible budget (examples), Zero base budget - Budgetary control.

Module 7: Standard Costing & Variance Analysis

Definition, Significance and Applications - Various Types of Standards. Variance Analysis for Materials, Labour and Overheads - Benchmarking for Setting of Standards - Variance Reporting to Management

Module 8: Marginal costing and cost volume profit Analysis: Meaning, objectives & scope of marginal costing - Techniques of marginal costing (including profit-volume ratio, contribution, Break Even Point, Margin of safety) – Application of Marginal Costing

Module 9: Analysis and Interpretation of Financial Statements

Corporate Accounting – Features - Form and Contents of Financial Statements and Interfaces with Companies Act - Analysing and Interpreting Financial Statements – Statement of Changes in financial Position (Funds Flow and Cash Flow Analysis – AS 3) **Difference between Cash Flow and Fund Flow Statement. Recent Trends in Management Accounting**

Module 10: Management Reporting and Information Systems

Meaning, objectives and scope of Management reporting - Nature and types of Management reporting - Management Information system – Meaning, Objectives and scope - Role of MIS.

Reference Books:

- Cost Accounting – Theory and Practice by K S Thakur – Excel Books Publication
- Costing Accounting – Principles and Practice – Nigam and Jain – PHI
- Cost Accounting – Jawahar Lal & Srivastava – Tata McGraw Hill Publication
- Cost & Management Accounting – M N Arora – Himalaya Publication
- Executive Program Cost and Management Accounting – ICSI Study Material
- Cost and Management Accounting - S.N.Maheshwari, Sultan Chand & Sons, New Delhi

Title: Behavioural Finance

Subject code: B17

Work load: 2 hours per week

Contact Hours: 30

Credit Points: 2

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 25

Pedagogy : Lectures, Assignments/Project, Seminars and Case Analysis

Module 1: Conventional Finance / Standard Finance

Foundations of Conventional Finance - Modern Portfolio Theory - Capital Asset Pricing Model - The Random Walk Hypothesis - Expected Utility Theory (EUT) - Efficient Market Hypothesis (EMH) - Criticisms of EMH - Revolutions that led to the Behavioural Finance.

Module 2: Behaviour and Decision Making

Introduction - Foundations of Behaviour – Cognition - Cognitive Bias - Behavioural Models - Theory of Planned Behaviour - Hierarchical Model
Introduction to Behavioural Finance - Assumptions of Behavioural Finance - Building Blocks of Behavioural Finance.

Module 3: Theories of Behavioural Finance

Introduction – Heuristics - Representativeness Heuristic - Availability Heuristic Biases - Emotional Bias – Over Confidence- Anchoring - Outcomes of Biases - Dealing with Biases - Overcoming the Biases
Prospect Theory - Framing - Loss Aversion - Regret Aversion - Mental Accounting - Uses of Behavioural Finance

Module 4: Market Bubbles

Introduction – CASE: The Mississippi Bubble - CASE: The South Sea Bubble- CASE: Stock Market Bubbles in the Recent History - CASE: Stock Market Crash of 1929 - CASE: The Crash of 1987 –
CASE: The Dotcom/ Internet Bubble- CASE: The Housing Bubble
Identification of a Stock Market Bubble- Behavioural Finance Explanation of Bubbles- Investor Behaviour During Bubbles - Causes of Bubbles – CASE: Tulip Mania - CASE: HFCL— The Indian ICT Bubble.

NOTE: Module 4 is consisting of all the relevant cases from the text book (Behavioural Finance - SULPHIY)

Text Books:

Behavioural Finance – Sulphey, MM, Prentice Hall of India, 2014

Behavioural Finance – Shuchita Singh & Shilpa Bahl, Vikas Publishing House (P) Ltd

Reference Books:

Behavioural Finance & Wealth Management – Michael Pompian, John Wiley Publishing

Understanding Behavioural Finance - Lucy Ackert and Davies, Cengage India, 2011

Security Analysis and Portfolio Management – Prasanna Chandra, Tata McGraw Hill, 3rd Edition, New Delhi, Third Reprint 2012

Value Investing and Behavioral Finance – Parag Parikh, Tata McGraw Hill, New Delhi, Third Reprint 2012

Title: Insurance and Risk Management

Subject code: B18

Work load: 3 hours per week

Contact Hours: 45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objective: The main objective of this course is to impart knowledge in life and non-life insurance including reinsurance management and to deepen insights into practical applications of insurance and risk management techniques in a dynamic business environment.

Pedagogy : Lectures, Assignments/Project, and Case Analysis.

Module 1: Risk

Introduction to 'risk', types of business and personal risks, significance of risk management function within business organizations. *Insurance and Risk* - significance of insurance and risk, general structure of the insurance market, significant aspects of this industry. Reforms in Indian Insurance Industry.

Module 2: Life Insurance

factors influencing the key functioning of insurance organizations insurable interest, role of riders in insurance policies.

Module 3: Non-life Insurance

elements of fire insurance Contact and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people's lives better in rural India. Types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India.

Module 4: Functions and Organization of Insurers

components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization.

Module 5: Product Design and Development:

Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development.

Module 6: Insurance Underwriting

Need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting.

Module 7: Claims Management:

Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement.

Module 8: Insurance Pricing and Marketing

principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance.

Module 9: *Financial Management in Insurance Companies and Insurance Ombudsman:*

importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds.

Module 10: Reinsurance:

Reinsurance in the insurance sector. Areas of the application of reinsurance.

Module 11: Regulations Relating to Insurance Accounting and Management

framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins.

Text Books :

Risk & Insurance Management by P Periaswamy & M Veeraselvam Risk

Management & Insurance by Harrington & Niehaus

IC-33 Material for IRDA Exams

HUMAN RESOURCE MANAGEMENT SPECIALISATION

Title: Applications of labour laws

Subject code: B19

Work load: 3 Hours per week

Contact Hours:45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objectives : To expose the students to a variety of IR situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given a set of facts.

Module 1. Origin of Law – Sources of Law – Legal Concepts:

Rights – wrongs – Liability –Obligations Duties – Powers – Immunity – Disability – Justice (distributive v. Corrective)

Module 2. Overview of the IDA Act . Analysis of the terms “industry” and “industrial dispute” – Distinction between S. 33(1) and 33(2) – How does S. 33-A operate? – Distinction between S. 33C (1) & 33C (2) – Scope of enquiry under S. 33-C(2) as compared to S. 10 (1).

Module 3. Discipline – Introduction – common law right of employers – the nature of restrictions imposed on the common law right to terminate – rights of workmen u/s. 2-A of the ID Act – Nature of powers conferred on the adjudicators u/s. 11-A – misconduct – misdemeanour – carelessness – standing orders – misconduct: classification

Module 4. Disciplinary proceedings:

implications of preliminary enquiry – Charge-sheet – nature, scope and criticality of CS – contents of CS – precautions, issues and concerns in framing charges – Show-cause notice vs. Charge-sheet – Domestic Enquiry – Principles of Natural Justice reasonable opportunity – representation of parties – examination-in chief – cross-examination – re-examination and re-cross – manner of adducing evidence – leading questions – role of EO – summing-up arguments – enquiry proceedings vs. Enquiry findings – closing of enquiry proceedings – findings or report of the EO;

Module 5.: Overview of Factories Act , 1948, Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, Workman Compensation Act, PF Act, ESIC Act etc. and contemporary issues in labor laws

Recommended Books:

N D Kapoor : Industrial Laws

Dr. B T Lawani : Social Justice and empowerment

K.R.Balachandani-Business Law for management

Title: Managerial Effectiveness and Leadership

Subject code: B20

Work load: 3 Hours per week

Contact Hours:45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objectives

To identify the course participant's strengths and weaknesses as a person and a member of a group or organisation using personality typing. To enhance one's own self awareness and to understand others utilising methods from Neuro-Linguistic Programming (NLP). To sensitize students to the emerging perspectives on spiritual foundations of personal effectiveness and leadership.

Module 1

Understanding your Thinking Process ,Identifying the Filters on your World Enriched Communication Through Sensory Specific Language ,Managing your Internal Dialogue Perceptual Positions for Assertiveness

Module 2

Anchoring a Resourceful State for yourself to Manage Conflicts Creating Rapport ,Powerful Persuasion Strategies ,Personality Typing using Enneagram. Introduction to Briggs-Myers Personality Types

Module 3

NLP Test ,Selling with NLP ,Managing with the Power of NLP

Module 4

Life Planning: Personal Mission and Vision Principle Centered Leadership ,Emotional Intelligence ,The Road Less Travelled

Module 5

The Seven Habits of Highly Effective People ,Effective Life and Time Management Spiritual Foundations of Personal Effectiveness , Contemporary issues

Books:

The 7 Habits of Highly Effective People Paperback (English) 2004: Stephen Coovey
Leadership: Personal Effectiveness and Team Building Paperback – 2012 by Ranjana Mittal (Author)
Unstoppable Confidence: How to Use the Power of NLP to Be More Dynamic and Successful Paperback – Import, 1 Aug 2008 by Kent Sayre (Author)

Reference Books:

The monk who sold his Ferrari: Robin Sharma Who moved my Cheese:
The Secret:Positive thinking: Napoleon
Timeless Leadership : Debashish Chatterjee Wiley Publication
Think and Grow Rich : Napoleon Hill

Title: Career Planning and Development

Subject code: B21

Work load: 3 Hours per week

Contact Hours:45

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objectives:

Provide you with many opportunities to explore your own interests, values and skills and to begin developing those skills and qualities that will enable you to be highly successful in the workplace. Encourage students to engage in thoughtful academic, extracurricular, career and lifelong planning.

Module 1 Career Planning :What is career, Import terms in career planning, career stages, importance of career planning, process of career planning, merits and demerits of career planning.

Module 2 Career Development : Why career development, reason for career development, Scheins model – stages of career development, issues in career development process, career anchors, individual career development, career mistakes to avoid , organizational career development, career development programs in organization, Benefits of career planning and development for individual and organizations, Tips for individual career plan.

Module 3 Factors affecting career planning and development: Hollands occupational orientation (VPT) Career Advising , Career plateau, Strategies dealing with career plateau, Responsibilities of organization and employee in career development, career appraisal, job enrichment, MyersBriggs-Type Indicator, Novations Model.

Module 4 Methods and resources for career development :On the job experience , Off the job learning Managing career development and change- Issues for the 21st century , Career management system, components of career management system, Using performance review and recognition to enhance career development.

Module 5 Career Counselig,: Counselor, counselor counselee relationship, Role of career counselor, Type of career counselor, career movement , career diversity, career unrest , career unrest levels- Job unrest, organizational unrest, career content unrest, career self unrest, personal self-unrest, reasons for career change, types of career change, career change process. Related contemporary issues

Reference Books :

Career Development Basics by Michael Kroth , Mckay Christensen, Cengage Learning. Career Planning Strategies by Powell C.Randall, Kendall Hunt Publishing.

Career Counseling and Planning by Sushil Kumar Srivastava Atlantic Publishers & Distributors.

Career Development & Planning: A Comprehensive Approach, by Robert C . Reardon, Janet G. Lenz, James P. Sampson, and Gary W. Peterson. Published by Kendall Hunt

Title: Performance Management and Competency Mapping

Subject code: B22

Contact Hours:45

Work load: 3 Hours per week

Credit Points:3

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Objectives : The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Module 1 : Objectives of Performance Appraisal, Historical Review of P A, Research Findings in P A in India and abroad Issues and Problems in P A

Module 2: Job Description and Performance Appraisal, Job Analysis in Performance Appraisal Systems, Measurements in Performance management

Module-3:Methods of P A. Appraisal Forms and Formats , Design , Process and Documentation of P A Appraisal Communication, Self Appraisal and MBO

Module -4: Appraisal Interview, Performance Feedback and Counselling , Implications of A Management Styles on P A , P and its Organisational Implications, Legal and Ethical Perspectives in P A .

Module 5 :Competency Mapping

Meaning, Characteristics, types of competencies, Purpose and approaches of competency mapping, tools for mapping. Behavioural event interview, repertory grid, critical incident technique, Subject expert discussions, survey method and participant observation.

Issues related to developing competency based applications, formation of competency frame work, Competency mapping and assessment centres. Resistance and recommendations, Contemporary issues

Recommended Books

Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.

Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.

Tripati P C- Human Resource Development

COURSE OUTLINE FOR MBA THIRD SEM

Paper Code	Title of the Paper	No of credits	IA Marks	Sem End Exam	Total Marks
C1	Strategic Management	4	50	50	100
C2	Business Ethics	2	25	25	50
C3	Legal Aspects of Business	2	25	25	50
C4	Introduction to Entrepreneurship (OEC) (offered in-house by the department)	4	50	50	100
	Total	12	150	150	300
Specialisation Courses					
<i>(Students to choose as many subjects as desired subjects to minimum credits per semester as per Table above)</i>					
GENERAL MANAGEMNT :		No of credits	IA Marks	Sem End Exam	Total Marks
C5	Knowledge management	4	50	50	100
C6	Business Process Reengineering & Bench Marking	4	50	50	100
C7	Project Management	4	50	50	100
C8	Business Process Outsourcing	3	25	50	75
C9	Enterprise Resource Planning(ERP)	4	50	50	100
	Total	19	225	250	475
MARKETING STREAM:		No of credits	IA Marks	Sem End Exam	Total Marks
C10	Supply Chain Management	3	25	50	75
C11	Sales Management	3	25	50	75
C12	E-Commerce and Digital marketing	3	25	50	75
C13	Retail Management	3	25	50	75
C14	Strategic Brand Management	3	25	50	75
C15	Rural Marketing	3	25	50	75
C16	Applied Marketing Research	3	25	50	75
	TOTAL	21	175	350	525
FINANCE STREAM:		No of credits	IA Marks	Sem End Exam	Total Marks
C17	Mergers , Acquisitions and Corporate Restructuring	3	25	50	75
C18	Personal Finance and Tax Planning	3	25	50	75
C19	Derivatives Market & Risk Management	3	25	50	75
C20	Principles & Practices in Modern Banking	3	25	50	75
C21	Project Planning, Appraisal & Control	3	25	50	75
C22	International Financial Management	3	25	50	75
C23	Security Analysis & Portfolio Management	4	50	50	100
	TOTAL	22	200	350	550
HUMAN RESOURCE:		No of credits	IA Marks	Sem End Exam	Total Marks
C24	Organisation Development and Institution Building	04	50	50	100
C25	Compensation Management	02	25	25	50
C26	International Human Resource Management	03	25	50	75
C27	Emotional Intelligence and Managerial Effectiveness	03	25	50	75
C28	Talent Management	03	25	50	75
C29	Learning and Development	04	50	50	100
C30	Human Resource Information System	02	25	25	50
	TOTAL	21	225	300	525

Title: Strategic Management

Subject code: C1

Work load: 4 hours in a week

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Contact Hours:60

Credit Points:04

Objectives of the course:

This course exposes the students to the strategic issues in decision making through use of practical case studies, current events, etc.

This is a project-based course and the student is expected to go through a simulated experiential learning. The course integrates all the concepts and cases learnt in functional areas.

Pedagogy : Lectures, Assignments, case studies, seminar,

Module 1: Basic concepts in Strategic Management:

Meaning and definition, phases, benefits, impact of globalization and environmental sustainability on strategic management, theories of organizational adaptation, creating a learning organization, basic model of strategic management, initiation of strategy-triggering events, strategic decision making, Mintzberg's modes of strategic decision making and the strategic audit

Module 2: Corporate Governance and Corporate Social Responsibility:

Role of the Board of Directors, responsibilities, concept of Board of Directors continuum, members, codetermination, organization of Board, trends in corporate governance, the role of top management and responsibilities, Mintzberg and Caroll's propositions, corporate stakeholders, ethical decision-making, Kohlberg's Levels of moral relativism, encouraging ethical behavior.

Module 3: Environmental scanning and Industry Analysis:

Meaning and definition of environmental scanning, identifying external environment variables, natural, task, and societal environments, Identifying external strategic factors, Industry analysis, Michael Porter's approach to industry analysis – 5 Forces Model, industry evolution, categorizing international industries, strategic groups, strategic types, hyper competition, construction of industry matrix, competitive intelligence, forecasting and forecasting techniques, and construction of External Factor Analysis Summary (EFAS) table.

Module 4: Internal Scanning – Organizational Analysis:

Identifying core and distinctive competencies, using resources to gain competitive advantage, determining sustainability of an advantage, business models, value-chain analysis – industry value chain analysis and corporate value-chain analysis, basic organizational structures, strategic business unit and conglomerate structure, corporate culture, strategic issues in functional areas of marketing, finance, R&D, operations, HR, information systems/technology, and construction of Internal Factor Analysis Summary (IFAS) table

Module 5: Strategy Formulation – Situation analysis & Business Strategy:

SWOT analysis – meaning, benefits, and criticisms, generating a Strategic Factor Analysis Summary (SFAS) matrix, finding a propitious niche, review of mission and objectives, generating alternative strategies by using a TOWS matrix, Business strategies, Porter's competitive strategies, risks and issues in competitive strategies, competitive tactics – timing tactics and market location tactics, cooperative strategies, collusion and strategic alliances.

Module 6: Strategy Formulation – Corporate strategy

Meaning and types of Corporate strategy – directional strategies, portfolio analysis, and parenting strategy. Types of directional strategies – growth, stability, and retrenchment strategies,

concentration and diversification, vertical growth and horizontal growth, international entry options, types of diversification strategies, stability strategies –types, retrenchment strategies – types, Portfolio analysis: BCG Growth-Share matrix and GE Business Screen, advantages and limitations of portfolio analysis.

Module 7: Strategy Formulation – Functional strategy & strategic choice

Meaning and definition of functional strategy, marketing strategy, financial strategy, R&D strategy, operations strategy, purchasing strategy, logistics strategy, HRM strategy and IT strategy. The sourcing decision, location of functions, strategies to avoid, strategic choice, constructing corporate scenarios, process of strategic choice, techniques of devil's advocate & dialectical inquiry.

Text Books:

Strategic Management: A south –Asian Perspective: Hitt & Manikutty, Cengage Learning
Concepts in Strategic Management and Business Policy – towards global sustainability by
Thomas L Wheelen and J David Hunger, 13ed Pearson
Business Ethics – Ethical Decision Making and Cases by – O C Ferrell, John Paul
Fraedrich and Linda Ferrell,
Ethical Choices in Business by R C Sekhar, 2nd Edition, Response Books

Title: Business Ethics

Subject code: C2

Work load: 2 hours in a week

Contact Hours:30

Credit Points:02

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 25

Objective : To provide inputs relating to ethical issues faced by industry

Pedagogy : Lectures, Assignments, case studies, seminar

Module 1: Introduction to Business Ethics

Ethical Problems in Business; Ethical Choices in Business; Importance of Ethics in Business

Scope for business ethics: Personal policy, Societal level, Internal policy level, Stake holder level

Module 2 : Ethical Theories

Cognitivism, Non-cognitivism , Teleological theory, Deontological theory, Hybrid theory, Enlightened egoism

Module 3: Code of ethics & Moral Standards

Code of ethics, Code of conduct, Code of practice, Ethics and Decision Making; Making Moral Decisions

Module 4: Theories of Social Responsibility

Ethics in Practice, Classical Theory, Stakeholder Theory, Corporate Social Responsibility Theory (CSR)

References:

Ethical Choices in Business – R.C. Sekhar..

A Study in Business Ethics – Rituparna Raj.

Business Ethics-Concepts & Cases-Manuel G Velasquez –Pearson

Title: Legal aspects of Business

Subject code: C3

Work load: 2 hours in a week

Contact Hours:30

Credit Points:02

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 25

Objective of course: The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization.

Pedagogical Tool: Lecture, Seminar, Cases, Mock Court sessions.

Module 1: The Indian Contract Act, 1871

Introduction about constitution of India, Indian judicial system, fundamental duties and rights, law and business, Nature and classification of Contracts - Essential elements of a valid Contract, Offer and Acceptance - Consideration - Capacities of Parties, Provisions relating to free consent, void agreements, Provisions relating to performance and discharge of Contract, Breach of Contract - Meaning and remedies, Quasi Contract, Special Contracts Contact of Indemnity and Guarantee, Contact of Bailment and Pledge, Contact of Agency.

Module 2: Sale of goods act

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach

Module 3: Negotiable Instrument Act

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques

Module 4: The Indian Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firm

Module 5: The Companies Act, 1956

Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Articles of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company

Module 6:

Cyber laws, Information Technology Act, 2000 – Introduction, Internet, Privacy, Pornography, e-Commerce, Digital Signature (working idea), Right to Information Act, - Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate, Authorities, Penalties, Jurisdiction of courts. Intellectual Property Rights – Trade Marks, Patents, Copy Rights, Industrial Designs (only concepts), Competition Act, Consumer Protection Act, 1986 (Working idea)

Reference Books:

Company And Business Law By N.D. Kapoor – Sultan Chand & Sons
Company Law - Avtar Singh, Eastern Books Company
Business Law By M.C. Kuchal- Vikas Publishing House,

Title: Introduction To Entrepreneurship (OEC)

Subject code: C4

Work load: 4 hours in a week

Contact Hours:60

Credit Points:04

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Course Objectives:

The course aims at enabling the aspiring entrepreneurs in converting their business ideas into successful business ventures and providing basic knowledge for effectively managing their start-ups. This course attempts to facilitate better understanding of concepts related to entrepreneurship like entrepreneurial personality traits, business opportunity identification, small business management, incubation, government efforts towards supporting entrepreneurial ecosystem, institutions and support systems to facilitate entrepreneurship etc.

Pedagogy : Lectures, Assignments, case studies, seminar and Projects

Module1: Introduction to Entrepreneurship

Meaning, concept, who is an entrepreneur? The Entrepreneurial process, Entrepreneurial personality and characteristics, what motives drive an entrepreneur? Challenges and rewards of being an entrepreneur, Historical development of entrepreneurship concept, Patterns and scope of entrepreneurship in Indian context. Entrepreneurial motivation, types of entrepreneurs, Born vs. created entrepreneurs, entrepreneurial competencies, Entrepreneurship development process, Factors preventing emergence of entrepreneurship, Entrepreneurship and environment, critical factors for launching of a new enterprise, idea generation, environmental function, Identifying and evaluating of opportunities, business opportunity identification, Mobilization of essential resources for creating business plan.

Module2: Entrepreneurial Ventures – Types and features

Start-ups, features of start-up firms, different types of start-ups, proprietorship, partnerships, Pvt. Ltd. companies, Family-owned organizations, corporate venturing. Innovation, creativity and entrepreneurship, innovation and invention, innovation and entrepreneurship, innovation and risk, successful innovation, The Creativity Process, Blocks to individual creativity, Techniques for generating new ideas, blocks to organizational creativity.

Module3: Entrepreneurial Leadership

Management and Leadership, Entrepreneurial leadership, transformational leadership, vision and values, leadership styles, Barriers to entrepreneurship, environmental barriers, personal barriers, societal and cultural barriers, economic, political barriers, etc. How to remove the barriers

Module 4: Trends in Entrepreneurship

Entrepreneurship in globalized environment, Liberalization and privatization, technology and entrepreneurs, Business ethics for entrepreneurs, women entrepreneurs, corporate entrepreneurship and intrapreneurship, intrapreneurs and their roles in organizations.

Module 5: Role of Incubation centres in helping the start-up firms

How the supportive ecosystem in the incubators facilitate the entrepreneurship process in its most turbulent stages, information about some incubation centres and ways to join them. Supportive institutions and systems for facilitating the process in India, government policies, government agencies for support to new firms, funding agencies.

Text Book:

Entrepreneurship by Madhurima Lall and Shikha Sahai, Excel Books

Reference Books:

Handbook for New Entrepreneurs by P C Jain, Oxford University Press

Patterns of Entrepreneurship Management by J. M. Kaplan and A. C. Warren, Wiley Publications.

Entrepreneurship Development Programme in India and its relevance to developing countries by V. G. Patel, EDI

Corporate Entrepreneurship & Innovation by Michael H. Morris, Donald F. Kuratko & Jeffery G. Covin, Thomson – South – Western.

Connect the dots by Rashmi Bansal, Eklavya Foundation.

Stay Hungry, Stay Foolish by Rashmi Bansal, Think Ink Media Inc.

Entrepreneurship by Robert D. Hisrich, M.P. Peters and Dean A. Shepard, The McGraw Hill Companies.

General Management Specialisation

Title: Knowledge Management

Subject code: C5

Work load: 4 hours in a week

Contact Hours:60

Credit Points:4

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Objectives :

To develop skills of identifying ,documenting ,retrieving and disseminating knowledge in the organizations

Pedagogy : Lectures, Assignments, case studies, seminar and Projects

Module 1

Knowledge Management concept , definition ,the need , utility and universal applications ,role of knowledge management in the network world Process of knowledge management .A systems approach to Knowledge Management Cycle

Module 2

knowledge management models, strategic implications of KM models, practical implications of KM models

Module 3

Knowledge capture and codification. Tacit Knowledge capture at individual and group levels – interviewing experts, structured interviewing, learning by observation, learning by being told- strategic and practical implications.

Module 4

Knowledge sharing and communities of practice, Strategic and practical implications of knowledge application , role of organizational culture.

Module 5.

Knowledge management tools and techniques , knowledge leadership , ethics of knowledge management and future challenges for Knowledge Management

Reference books:

Knowledge Management In theory and practice, Kimiz Dalkir,Elsevier,2008

knowledge management- Sudhir warier-vikas 2003

knowledge management-Elias M Award,Hussain M ghazini-Pearson Education 2004

knowledge management-Enabling Business Growth-ganesh Natarajan and Sandhya Shekhar-TMH 2000

Title: Business Process Reengineering and Benchmarking

Subject code: C6

Contact Hours:60

Work load: 4 hours in a week

Credit Points:4

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Objectives of the course:

1. To introduce to the students the concepts of Benchmarking and Business Process Reengineering.
2. To make students prepared for quality-orientation in an organization and contribute for improved quality standards.

Pedagogy : Lectures, Assignments, case studies, seminar and Projects

Module 1:

Introduction to Business Process Reengineering::What is Reengineering? Why Reengineering, History and Development of Business Process Reengineering (BPR), Principles of Reengineering, Application of Reengineering, The essence of Reengineering, The three 'R's of Reengineering

Module 2:

Application side of Reengineering: Requirements of Reengineering process, Reengineering in the service industry, Reengineering and TQM, Integrating Reengineering and process improvement, Benefits and Limitations of Reengineering, The Holonic Concept, How the 'Holonic network' works? Advantages of Holonic business system, and Types of holonic networks.

Module 3:

Introduction to Benchmarking. What is Benchmarking? What is a benchmark? Evolution of benchmarking, Reasons to benchmark, Advantages and limitations of benchmarking, Types of benchmarking, Areas to benchmark, Four phases of benchmarking.

Module 4:

Application side of Benchmarking: Benchmarking process, Issues related to benchmarking process, Benchmarking quality in a nut shell.

Text Books:

Total Quality Management – Text and cases by K. Shridhara Bhat, Himalaya Publishing House, 2002

Reference Books:

Total Quality Management by Poornima Charantimath, 2nd Edition, Pearson, 2011
Business Process Reengineering and Change Management by Dey B R, Biztantra 2005

Title: Project Management

Subject code: C7

Contact Hours:60

Work load: 4 hours in a week

Credit Points:4

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Objective: The objective of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the view of the projects undertaken.

Pedagogy :Lectures, Assignments, Projects, Practical Exercises and Seminars

Module 1.

Project Management - Definitions, Overview, Project Plan, Management Principles applied to Project Management, Project Management Life Cycle, Project Life Cycles and Uncertainty.

Module 2.

Project planning - Scope, Problem statement, Project Goals, Objectives, Success Assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning. criteria,

Module 3.

Project Activities - Project Resource Requirements, Types of Resources.

Module 4.

Project Monitoring, Evaluation and Control - Project Network Technique, Planning for Monitoring and Evaluation, Project Audits, Project Management Information System, Project Scheduling, PERT and CPM, Project Communication, Post-Project Reviews.

Module 5

Project Team Management - Recruitment, Organizing, Human Resources, Team operating rules, Project Organization, Various forms of Project Organization, Project Organization Charting.

Module 6.

Closing the Project - Types of Project Termination, Strategic Implications, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination procedures. Project Contacts, principles, Compilation of Contacts, Practical Aspects, Legal Aspects, Global Tender, Negotiations, Insurance.

Reference Books :

- Bennet P. Lientz and Kathryn P. Rea, "Project Management for the 21st Century", Academic Press, California, 1995.
- Choudhary. S., "Project Management", Tata McGraw Hill Book Publishing Co., New Delhi.
- Gopalakrishnan, P., "Project Management", Macmillan India Ltd. New Delhi, 1993.
- Jack R. Meredith and Samuel J Mantel, "Project Management", John Wiley & Sons, New York, 1995.
- Joseph J. Moder, Cecil R. Phillips, and Edward W. Davis, "Project Management with CPM. 6.PERT and Precedence Diagramming", CBS Publishers and Distributors, New Delhi.
- Prasanna Chandra, "Project: Planning, Analysis, Selection, Implementation and Review", Tata Mc Graw Hill Publishing Co. Ltd., New Delhi, 1998.
- Robert K. Wysocki, Robert Beck, and David B. Crane, "Effective Project Management", John Wiley & Sons, New York, 1995.

Title: Business Process Outsourcing

Subject code: C8

Work load: 3 hours in a week

Evaluation: Continuous Internal Assessment - 25
Semester End Examination - 50

Contact Hours:45

Credit Points:3

Objective: This course is designed to provide the understanding of outsourcing in the global economy. The parameters that determine the when and how to outsource in this competitive age to achieve the efficiency and effectiveness.

Pedagogy : Lectures, Assignments, Projects and Seminars

Module 1

Introduction and meaning of BPO, history of the industry, human issues in Call Centers and BPO industry, stress, quality/quantity conflict, intensity, targets, sleeping disorders, consequences of unmanaged stress, managing stress

Module 2

Attrition rates in BPO industry and retention strategies in ITES/BPO industry, employee benefits provided by majority of BPO companies,

Module 3

PCMM model and its application, introduction, the strategic objectives pursued in PCMM, need for PCMM (People Capability Maturity Model), structure, level, behavioural characteristics of maturity level, key process areas- maturity levels vs. process categories

Module 4

Managing IT outsourcing: offshore, onshore, and nearshore, how to think strategically about outsourcing, BPO meets BPM, Business Process Offshoring,

Module 5

Moving up the value chain from BPO to KPO, opportunities & challenges in the field, areas in the KPO, challenges for Indian companies in the financial services KPO business, classification of outsourcing phenomenon in financial services, BPO potential in the Financial Services Sector

Reference:

www.nasscom.in

Reports of BPO companies,

Delloite Research reports/Forrester Reports

Title: Enterprise Resource Planning (ERP)

Subject code: C9

Contact Hours:60

Work load: 4 hours in a week

Credit Points:4

Evaluation: Continuous Internal Assessment - 50
Semester End Examination - 50

Pedagogy Tools: Lecture, Assignments, Projects, Simulation Base Exercise

Module 1: Enterprise Resource Planning –Introduction

What is ERP? ,Need of ERP ,Advantages of ERP ,Growth of ERP

Module 2:ERP and Related Technologies

Business process Reengineering (BPR),Management Information System (MIS),Decision Support Systems (DSS),Executive Support Systems (ESS),Data Warehousing, Data Mining,Online Analytical Processing (OLTP),Supply Chain Management (SCM)Customer Relationship Management (CRM)

Module 3: ERP modules & Vendors

Finance , Production planning, control & maintenance, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management,ERP Market

Module 4: ERP Implementation Life Cycles

Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation & Maintenance

Module 5: ERP Case Studies

Post implementation review of ERP Packages in Manufacturing, Services, and other Organizations

Books Recommended:-

Enterprise Resource Planning - Alexis Leon

ERP Ware: ERP Implementation Framework –

V.K. Garg & N.K. Venkitakrishnan

ERP: By Leon, ERP Concepts and Planning - Garg & Venkitakrishnan

MARKETING SPECIALISATION SUBJECTS

Title: Supply Chain Management

Subject Code: C10

Contact Hours: 45 Hrs

Work load: 3 hours per week

Credit Points: 3

Evaluation: Continuous Internal Assessment- 25
marks Sem End Exam-50 Marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Distribution & Logistics Management. The purpose of this course is to develop understanding of logistics, its basic framework and its practical utility.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module 1 :- Supply Chain Management – An Overview.

Introduction; what forces are driving the rate of change, Globalization, Technology, Organizational consolidation, The empowered Consumer, Government policy & Regulation, The supply chain concept, Development of the concept, major supply chain issues, Supply chain Networks, Complexity, Inventory deployment, Information, Supply chain Variation Impact, Supply chain Technology, supply chain Security.

Module 2:- Role of Logistics in Supply Chain.

Introduction, What is Logistics, Value added roles of logistics, Logistics Activities, Scope of activities, logistics in the economy, logistics in the firm, logistics interfaces with Marketing, logistics interfaces with other areas, Techniques of logistics system analysis, approaches to analyzing logistics systems, Materials Management versus physical distribution, cost Centers, Nodes Versus links, Logistic Channels. **Transportation- Managing the flow of supply chain:** Role of Transportation in the supply chain Management, Challenges to carrying out this role, modes of transportation, Transportation planning & strategy, Transportation Execution & Control.

Module 3:- Order Management & Customer Service.

Introduction, Influencing the order customer relationship Management, Activity based costing & customer profitability, e-commerce order fulfillment strategies, Customer service, elements of customer service performance measures for customer service, Expected cost of stock-outs, order management influences on customer service.

Module 4:- Sourcing Materials & Services

Strategic sourcing methodology, Managing Sourcing and procurement processes, Supplier selection, Supplier/vendor evaluation and Relationships, e-sourcing & e-procurement

Module 5:- Supply chain Technology – Managing Information flows:

The Role of Information in the supply chain, A framework for managing supply chain information, SCM Software, Supply chain Technology implementation, Supply chain Technology Innovations. Strategic role of Logistics Information systems.

Module 6:- Distribution – Managing Fulfillment Operations:

The Role of Distribution operations in SCM, Distribution Planning and strategy, Distribution Execution, Distribution Metrics, Distribution Technology. **Global Dimensions of Supply chains:** Supply chains in a global economy, The scope and Magnitude of Global Business, Global Markets and strategy, Supply chain security: A balancing act, Storage Facilities and Packaging.

Module 7:- Supply chain Relationships and Supply Chain Sustainability:

Logistics Relationships, Model for Developing and Implementing successful supply chain relationships, Need for collaborative Relationships, Types of 3PL Providers, 3PL Market Size and Scope, Reverse logistics Systems, Management and Relationship Issues. **Supply Chain Performance Measurement:** Dimensions of supply Chain Performance Metrics, Developing Supply Performance Metrics, Performance Categories.

Textbook:

John J Coyle, C John Lagley, Robert A. Novack “Managing supply Chain – Logistic Approach”, Cengage Learning.

Sales and Distribution Management by Tapan Panda and Sunil Sahadev Oxford publication.

Reference books:

Logistics Management by Vinod V Sople Pearson Education

Logistical Management by Donald Bowersox, David Closs- TMH, 2004

Business Logistics/Supply Chain Management –Ronald Ballou- Pearson Education.

Sunil Chopra and Peter Meindl, ‘Supply Chain Management Strategy – Planning and Operation, Latest edition,

Title: Sales Management**Subject Code:**C11**Contact Hours:** 45 Hrs**Work load:** 3 hrs per week**Credit Points:** 3**Evaluation:** Continuous Internal Assessment – 25 marks
Semester End Examination – 50 marks

Objective: The purpose of this course is to develop an understanding and skill about concepts, method and strategies of sales management. It also aims at developing various competencies to tackle different sales related problems and train the student to become effective sales force to bring only into the organization and become a bread earner for self and organization.

Pedagogy : Lectures, Assignments, Projects, Practical Exercises and Seminars Case Discussion, Research article discussion.

Module 1: Introduction to Sales Management : Evolution of Sales Department, Evolution of Personal Selling, Meaning and objective of Sales Management Nature and Role of Sales Management Personal Selling Strategies Types of Personal Selling (Industrial, Retail and services) Types of Selling (Order takers, Order creators, Order getters) Theories of Selling – AIDA Difference between Selling & Marketing Management Process Sales Management Process Emerging Trends in Sales Management

Module 2: Selling Skills and Selling Process : Selling and Buying Styles Selling Situations (Selling Task functions, Maintenance. Selling, Developmental Selling) Selling Skills Negotiation Skills Problem Solving Skills Problem Solving Process Problem Definition Techniques. Stages, Prospecting (process & Methods), Handling customer objections, Methods of Closing Sale.

Module 3: Managing Sales Information or Setting Personal Selling Objectives: Types of Personal Selling Objectives Qualitative & Quantitative Important terms: Market Potential, Sales Potential, Sales Forecast Forecasting Market Demand Market Demand Function Market Demand Forecasting Marketing Decision Support System Forecasting Process Methods of Forecasting.

Module 4: Sales Organization : Purpose of sales Organization Setting Up a Sales organization Types of sales organization structure (Line, Line & Staff, Functional sales, Committee sales) Factors influencing the structure Typical Structure-Line Organization Design by Territory, Management, Function, Product, Customer Combined sales Organization Design, Emerging Organizational Designs Number of Sales People.

Module 5: Organizing Sales Efforts Management of Sales Territory: Functions & Qualities of Sales Executives Sales Territory-Concept Designing: Reasons & Procedures Shapes

Module 6: Management of Sales Quota

Meaning of Sales Quota Objectives and Principles of setting Sales Quota Quota Setting – Procedure / Methods Types Problems in Setting Sales Quota

Module 7: Recruitment & Selection of Sales Force, Training Motivation & Compensation of sales Force

Text Book: Sales Management- Decisions, Strategies and cases by Richard R. Still, Edward.W. Cundiff; and Norman A.P. Govani- 5/e. Prentice Hall Publications, New Delhi.

Reference Books:

Professional Sales Management by R- E. Anderson, Joseph F. Har, Alan J. Bash - McGraw Hill Inc. International Student Edition
Tapan Panda and Sachdeva “Sales and Distribution Management”, Pearson publications

Title: E-Commerce and Digital Marketing**Subject Code: C12****Work load: 3 hours per week****Evaluation:** Continuous Internal Assessment
Semester End Examination**Contact Hours: 45 Hrs****Credit Points: 3**

– 25 marks

– 50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Digital Marketing. Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan. Learn how to measure digital marketing efforts and calculate ROI. Explore the latest digital ad technologies.

Pedagogical Tools: Lecture, Seminar, Case Studies, Discussions, Project, Team exercise

Module 1: Overview of digital marketing

Introduction to digital world, Brief history, Framework of E-commerce, need and scope of digital marketing, definition, digital economy and digital society, benefits and limitations, why digital marketing. Characteristics of Ecommerce & its Importance. Framework, Architecture, Impact of e-Commerce, The framework of e-Commerce applications; e-Commerce Consumer applications, e-Commerce Organization Applications, e-commerce in India, Prospects of e-commerce, Advent of Ecommerce in India, Major Players, Current Scenario of Ecommerce in India, Challenges faced, Future Aspects for Ecommerce in India.

Module 2: Digital marketing mechanism, tools and impact:

Mechanism of online marketing, seller, buyers and transactions, E-marketplace, customer interaction mechanism, virtual world as a mechanism, competition in digital world. Application of E Commerce in Direct Marketing and Selling, Value Chain Integration, Supply Chain Management, Corporate Purchasing, Financial and Information Services, Obstacles in adopting E-Commerce Applications, Future of E Commerce.

Module 3: Internet value chain, business models for digital marketing:

Value chain concept, online marketing value chain, supply chain, identifying business models (different models), Online Research, business models for digital marketing, Innovation and the Net, Emerging trends in Digital Marketing.

Module 4: Internet marketing mix and Consumer behavior in digital marketing:

Product strategies, Pricing Strategies, place and promotion strategies in digital world, people, process and physical evidence strategies. E-Commerce Marketing Concepts: Basic marketing concepts for internet marketing, Ecommerce marketing and branding strategies, strengthening the customer relationship, E Supply Chain Management, E CRM, E Payment Systems, History's Lessons about Payments, Electronic payment systems Definition, Scope, Characteristics, Importance. Applications of Electronic Payment Systems. Digital Payment requirements, Problems with Traditional Payment Methods

Module 5: Marketing communication strategies:

Online/E- retailing, Traffic Building, Usability, Credibility, Persuasion, Search engine Optimization, social media communication. Introduction to Online Marketing, Advantages of Online Marketing, Various businesses that can flourish online, Introduction to E advertising,

Various means of E advertising, Conducting Online Market Research, Building Customer Relationship Based on One to One Marketing, Market Segmentation, Data Mining and Marketing Research, Intelligent Agents in Marketing, Measuring the Effectiveness of E advertising.

Module 6: E-branding and Marketing Strategies

Elements of Branding, Spiral Branding, Introduction to Marketing Strategies, Permission marketing strategies, Brand Leveraging Strategies, Affiliate marketing strategies, Viral marketing strategies, Website Naming Issues, Advertising supported Model, Marketing Strategy on the Web. Four P's in E-Marketing, E Market Segmentation and Targeting, E Market Differentiation and Positioning, Online Consumer Behavior and Online Consumer Research, E Marketing Knowledge an important paradigm

Module 7: E-mail marketing and M-commerce, Introduction to E marketing, Internet Retailing, Consumer Channels: B2B E-Commerce., Traditional Marketing Vs E marketing, Identifying Web Presence Goals, The Uniqueness of the Web, Meeting the needs of Website visitors, E-marketing Value Chain, Site Adhesion, Maintaining a Website, Metrics for Internet units of measurement

Module 8: E-payment and security, Fraud, security and privacy concerns, cyber crime, E-commerce laws in India, Introduction to the Concepts ,Security Concerns, Security Solutions, Digital Signatures, Protocol for Secure messaging, Paper Document Vs Electronic Document, Technology for Authentication, Laws for Ecommerce

Text Book:

Hanson "Internet marketing and E-Commerce", Latest edition, Cengage learning.

Reference Books:

Internet marketing, Robert & Zahay, Cengage Learning

Frontiers of E-commerce by Ravi Kalakota & Andrew-pearsons Education E-

Commerce Concepts, models by C.S.V.Murthy, Himalaya Publication

Title: Retail Management**Subject Code: C13****Work load: 3 hours per week****Evaluation:** Continuous Internal Assessment
Semester end Examination**Contact Hours: 45 Hrs****Credit Points: 3**

– 25 marks

– 50 marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Retailing Management. To introduce the basic concepts of retail management, the latest developments in retailing in the Indian context, and framework of Retail mix and each of its elements. To provide a strategic perspective of the retailing industry.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module I: Introduction to the World of Retailing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Global retailers, retail opportunities. **Types of Retailers, Multichannel Retailing: Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, Customer Buying Behavior: Understanding the Retail Consumers, The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers.**

Module II: Retail Market Strategy: Retail Market strategy; Financial Strategy: Measures of Financial Performance, The strategic profit model, Measures of retail performance, Retail Locations; Retail Site Location: **The importance of store locations, types of locations, steps involving in choosing a location, trade areas and their evaluation, how to evaluate a retail location. Human Resource Management, Information Systems and Supply Chain Management, Customer Relationship Management.**

Module III: Merchandise Management: Managing the Merchandise Planning Process, The concept of merchandising, the evolution of merchandising function in retail, **Buying Merchandise: The process of merchandising buying, the procedure for selecting vendors and building partnerships, the concept of own brand and manufacturers' brand the concept of category management, Role of Pvt. Labels, Retail Pricing: The concept of retail pricing and the factors affecting price, elements of retail price, developing a pricing strategy, adjustment to retail price, GMROI. Retail communication mix, The concept of retail marketing mix, STP, the role of POP in retail. E-retailing.**

Module IV: Store Management : **Managing the Store, Store Layout, Design, and Visual Merchandising, Retail Store Operations, The relationship between store image and store design components of exterior and interior consideration for selecting layout visual merchandising in retail, Customer Service: The concept of customer service, the gaps in customer service, methods and tools available for encouraging loyalty, role of retail sales person, selling process.**

Module V: Starting your own Retail Business, Starting a Franchise Business, Cases

Text Book : Levy, Weitz, and Pandit “Retailing Management” McGrawHill Publications

References:

Chetan Bajaj Rajanish Tuli and Nidhi Varma Srivastava, “Retail Management”, Oxford Publications.

Barry Barman, Mini Mathur, “Retail Management – Strategic Approach”, Pearson Publications.

Title: Strategic Brand Management**Subject Code: C14****Work load: 3 hours per week****Evaluation:** Continuous Internal Assessment

Semester end Examination

Contact Hours: 45 Hrs**Credit Points: 3**

– 25 marks

– 50 marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Brand Management.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module I: Brands and Brand Management: Brand? Importance of brands, Characteristics of strong brand, branding challenges and opportunities, brand equity, strategic brand management process. Customer-based Brand Equity and Brand Positioning: brand knowledge, sources of brand equity, identifying and establishing brand positioning, positioning guidelines, defining brand mantra, Brand Resonance and the Brand Value Chain: steps of building strong brand, value stages and implications of brand value chain.

Module II: Designing and Implementing Brand Marketing programs: Choosing brand elements to build brand equity, criteria for choosing brand elements, options and tactics for brand elements, designing marketing programmes to build brand equity: integrating marketing, product, pricing, channel strategies, Integrating Marketing Communications to Build Brand Equity: the new media environment, four major marketing communication options, brand amplifiers, developing IMC programs, Leveraging Secondary Brand Associations to Build Brand Equity: conceptualizing the leveraging process, company association, country of origin and other geographic areas, channels of distribution, co-branding, licensing, celebrity endorsement, sporting, cultural and other events third party sources.

Module III: Measuring and Interpreting Brand Performance: Developing a Brand Equity Measurement and Management System; conducting brand audits, designing brand tracking studies, establishing a brand equity management system. Measuring Sources of Brand Equity: Capturing Customer Mind-Set; qualitative research techniques, quantitative research techniques, comprehensive models of consumer-based brand equity, Measuring Outcomes of Brand Equity: Capturing Market Performance; comparative methods, holistic methods.

Module IV: Growing and Sustaining Brand Equity: Designing and Implementing Branding Architecture Strategies; developing brand architecture strategy; defining brand potential, identifying brand extension opportunities, branding new products and services, brand portfolios, brand hierarchies, corporate branding, brand architecture guidelines, Introducing and Naming New Products and Brand Extensions; new products and brand extensions, merits and demerits of brand extensions, understanding how consumer evaluate brand extensions, evaluating brand extension opportunities, extension guidelines based on academic research, Managing Brands over Time; reinforcing brands, revitalizing brands, adjustments to the brand portfolio,

Module V: Managing Brands, Over Geographic, Boundaries and Market Segments: Regional market segments, other demographic and cultural segments, rationale for going international, merits and demerits of global marketing programs, global brand strategy, standardization Vs. Customisation, developing Vs. developed markets building global customer based brand equity. Closing perspectives; strategic brand management guidelines, what makes strong brands, future brand priorities.

References:

Kevin Lane Keller, “*Strategic Brand Management: Building, Measuring, and Managing Brand Equity*”, 4th edition, Pearson publications.

Brand management-Y.L.R.Moorthi-Vikas Publication

Product management-Donad lehman, TMH

Title: Rural Marketing**Subject Code: C15****Contact Hours: 45 Hrs****Work load: 3 hours per week****Credit Points: 3****Evaluation:** Continuous Internal Assessment –
Semester End Exam-25 marks
50 Marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Rural Management.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars Case Discussion, Rural visits.

Module I: The Call of Rural India:

Defining rural markets, rural myths, the rural marketing mix and challenges, the evolving rural consumer rural India the exploding middle class, The Rural Marketing Environment; the evolution of rural marketing, the rural environment, the rural economic environment, the rural economic structure, the rural infrastructure, rural economy, rural employment generation programmes, Government initiatives.

Module II: Rural Consumer Behaviour:

consumer buying behavior model, what influences consumer behavior? The buyer decision process, the product adoption process, diffusion of innovation, Rural Marketing Research, the rural marketing research process, special tools used in rural marketing research field procedures and rural realities, the rural research business. Segmenting and Targeting Rural Markets: rural market segmentation, targeting rural markets, positioning in rural market.

Module III: Product Strategy:

the product concept and the classification of rural products, product decisions and strategies, product branding in rural markets, packaging for rural markets, product warranty and after-sales service, new product development in rural markets, Pricing Strategies; pricing in rural India, setting the price for rural products and services, price setting strategies.

Module IV: Distribution in Rural Markets; Availability: the challenge and the dilemma, distribution channels, the rural retail environment, channel behavior in rural areas, distribution models in rural markets, rural-centric distribution models. Rural logistics, rural dominance, Communication Strategies for Rural Markets. Challenges in rural communication, the communication process: an overview, developing effective rural communication, creating advertisements for rural audiences, sales promotion and events and experiences.

Module V: Rural Services Marketing telecommunications in rural India, information communication technology in rural areas, Marketing in Small Towns; definition of small town, small town in consumer behavior, the strategic importance of small towns for rural marketers,

Module VI: Role of Government in Rural India; rural infrastructure, education, health, skill development, employment, financial inclusion, sanitation, agriculture, Future of Rural Marketing; rural boom, the way forward, rural dividend.

References:

Pradeep Kashyap, Rural Marketing, Latest edition, Pearson publications.

Krishnamacharyulu, "Rural Marketing", Latest edition, Pearson publications

Title: Applied Marketing Research

Subject Code: C16

Contact Hours: 45 Hrs

Work load: 3 hours per week

Credit Points: 3

Evaluation: Continuous Internal Assessment – 25 marks

Sem End Exam -50 Marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Marketing Research.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module I: Marketing Research –

Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research, Marketing Intelligence system, own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research.

Module II: Research process –

Defining the problem - Management problem – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – research proposal process - drafting the research proposal.

Module III: Various sources of market Information –

Methods of collecting Market Information – Primary data, Secondary data – sources – problems of fit and accuracy. Syndicated services. Primary data collection methods; experimental methods, questionnaire preparation and administering, organizing fieldwork for a collecting data.

Module IV: Marketing research techniques:

Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods, Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents

Module V: Marketing Mix Research:

Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

Module VI: Exploratory designs –

Descriptive designs - Longitudinal and cross-sectional analysis. Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive;

Module VII: Qualitative research techniques –

a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation.

Module VIII: Report writing – forms of report – fundamentals of a good report.

Text Books:

Marketing Research – Measurement & Methods – Donald S.Tull, Del I.

Hawkins. Marketing Reseach –Naresh Malhotra, Latest Pearson Publications

Brown, Adhikari, “Marketing Research” Cengage Learning.

Reference Books:-

Marketing Research, Concept & Cases – Cooper Schindler.

Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn.

Chisnali P K Marketing-A behavior- Boyd H W & Westfall: Marketing Research text and cases Richard Irwin Inc.- Lucki D J Wales H G Etal: Marketing Research Prentice Hall

FINANCE SPECIALISATION

Title: Mergers, Acquisitions and Corporate Restructuring

Subject Code : C17

Contact Hours: 45 Hours

Work load : 3 hours per week

Credit Points : 3

Evaluation : Continuous Internal Assessment – 25 marks

Semester End Examination -- 50 marks

Objective: To provide student's exposure to merger, acquisition and corporate restructuring.

Pedagogy : Lectures, Assignments/Project, and Case Analysis.

Module 1:

Merger and Acquisition – meaning, objectives and emergence of the M&A wave in India. Motives for corporate mergers. Theories of merger- hypothesis concerning M&A. Synergy of merger – Operating synergy & financial synergy. Types and process of mergers. Five stage model – due diligence methods of financing mergers – cash offer – share exchange ratio merger as a capital budgeting decision. Negotiating the Merger and closing the deal.

Module 2:

Corporate Restructuring – Meaning, objectives & methods of restructuring – joint ventures – corporate sell off & spin off – Equity carve out – leveraged buy outs (LBOs) – Management buy outs (MBOs) – difference between LBO and acquisition – Employee Stock Option Plans (ESOPs) – Master Limited Partnership (MLP) (Practical).

Module 3:

Merger and Acquisition valuation – valuation approach – discounted cash flow valuation. Equity valuation – Relative valuation - Synergy & Value creations – valuating operating & financial synergy – valuing corporate control – valuing of LBO (Practical).

Module 4:

Accounting for Amalgamation – Pooling of Interest Method, Purchase Method, Net Assets Method, Net Payment Method & Intrinsic Method- Procedure laid down under Indian Companies Act – Accounting for M&A (Practical).

Module 5:

Corporate control mechanism and takeover defenses – coercive offers and defense – anti take over amendments – Crown jewel – Shark Repellents – Poison Pill – Pacman – Green mail – White Knight – Golden Parachute

Module 6:

Legal and Regulatory framework of M&A: Companies Act 1956 /2013, Income Tax Act 1961, SEBI Act, SEBI takeover Code etc.

Module 7: Post merger issues & Integration (Accounting/Systems/HR).

Text Books:

- “Mergers and Acquisitions”- A P Dash, I K International Publishing, New Delhi
- “Mergers and Acquisitions and Corporate Restructuring” – Prasad R Godbole, 2nd Edition, New Delhi
- “Mergers and Acquisitions” by Rajinder Aurora, Kavita Shetty, Sharad Kale, Oxford University Press.

Reference Books:

- Merger and Acquisitions (Text and Cases) by B Rajesh Kumar, Tata Mc Graw Hills Publication.
- Merger and Acquisitions by Machiraju, New Age Publications.
- Merger, Acquisitions and Corporate Restructuring (Strategies & Practices) by Rabi Narayan Kav, International Book House Pvt. Ltd.
- “Mergers and Acquisitions and Corporate Restructuring” – Patrick Gaughan, Wiley India., New Delhi.

Title of the paper: Personal Finance and Tax Planning

Subject Code : C18 **Contact Hours : 45 Hours**

Work load : 3 hours per week **Credit Points : 3**

Evaluation : Continuous Internal Assessment – 25 marks
Semester End Examination -- 50 marks

Objective: To facilitate the student to become financially responsible member of society leading to developing skills in the area of money management, budgeting, financial goal attainment, wise use of credit, investment and tax management.

Pedagogy: Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars

Module 1:

Financial Planning Process: Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time – The Financial Planning Environment – Various Determinants of Personal Income.

Module 2:

Financial Statements and Plans: The Role of Financial Statements in Financial Planning – Preparing Personal Balance Sheet and Income and Expense Statement based on Life Cycle Approach– Using Personal Financial Statements.

Module 3:

Investment Avenues & Tax Planning: Meaning and Purpose of Investment –Factors Considered in the Choice of Investments , Short & Long-term investments - FDs – Post Office Schemes – Insurance – Mutual Funds – Real Estate – Bullion markets – Equity – Debt – Commodities – IDRs, PPF, NPS, – Developing Investment Strategy.

Module 4:

Basic of Income Tax, Basic Concepts, Residential Status & Tax Incidence, Income Exempted from Tax

Module 5:

An overview of computation of Gross Total Income, Deductions from the Gross Total Income u/s 80C to 80U, Tax rates & Calculation of Tax liability

Module 6:

Income Tax Authorities & Filing Returns – Traces (26 AS) – Form No. 16 A – ITR I & II – Permanent Account Number & Aadhar linkage, Tax Audit, Qualities & Qualifications required in auditors, forms, reporting & disclosure in financial statement, Settlement of Cases

Reference Books:

- Taxation Law and Practice – Volume 1 – Balachandran, Thothadri – PHI
- Direct Taxes – Law & Practice by Vinod K Singhania & Kapil Singhania, Taxmann Publication.
- Income Tax Law and Practice – N Hariharan - Tata McGraw Hill Publication.
- Focus on Personal Finance - Jack Kapoor; Les Dlabay; Robert J. Hughes, McGraw-Hill/Irwin (2009)
- George Rejda: Principles of Risk Management and Insurance: Pearson, New Delhi

Title of the paper	: Derivatives Market and Risk Management		
Subject Code	: C19	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment –		25 marks
	Semester End Examination	--	50 marks

Objective: The main objective of this course is to acquaint the students with basics of derivative market and its workings.

Pedagogy : Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1:

Introduction: Risk Management, Types of Business Risks, Meaning of Derivatives, Products, Factors driving growth of derivatives. Derivative Markets in India (Derivatives Trading at NSE, BSE, NCDEX & MCX), Participants, Functions, Regulatory framework

Stock & Index Derivatives: Introduction to Stock & Index Futures, Stock & Index Options, Trading Mechanism, Terminology.

Commodities Derivatives: Agriculture, Metal & Energy derivatives in India, Genesis, Trading Mechanism, Terminology, Margin System.

Currency Derivatives: Currency Market in India, Genesis, Fixed & Floating exchange rate regime, Terminology, Traders.

Interest Rate Derivatives: Interest Rate Caps & Floors, FRA, SWAPS.

Module 2:

Forward Contracts: An overview of Forward Contracts, Features, Carry Price Model, Pricing (No Income, Known Income & Known Yield), Hedging strategies & application, Practical exercises.

Module 3: Futures Contracts: Meaning, Parties, Terminologies, Basis, Relationship between Futures price & Expected spot price, Trading procedure, Margin System, Open interest, Pay offs, Valuation, Speculation, Hedging & Arbitration strategies, Practical exercises.

Module 4:

Option Contracts: Meaning, Types, Parties, Pay Offs, Settlement procedures for stock, indices, Application of Options (Speculation & Hedging strategies), Combination Strategies (Strips, Straps, Straddle, Strangle), Spreads (Bullish & Bearish Butterfly Spreads, Option Valuation using Black Scholes Model & Binomial Model, Zero Cash Flow Portfolio, Diagrammatic presentation of One & Two step Binomial Process, Practical exercises.

Module 5:

SWAP Contracts: Types, Interest rate swaps, Currency swaps. Basic practical exercises.

Text book:

Futures and Options by N. D. Vohra and B. R. Bagri, Tata McGraw Hill Publication.

Reference Books:

Derivatives & Risk Management by Rajiv Srivastava, Oxford Publication.

Derivatives & Risk Management by Dhanesh Kumar Kharti, Mcmillan Publication.

Commodity Derivatives by Indian Institute of Banking & Finance.

NCFM Derivatives Market, Options Strategies, Currency, Interest Rate & Commodities Market Module downloaded material.

Options and Futures & Options Markets by John C Hull, PHI Publication.

Introduction to Derivatives by SSS Kumar

Title of the paper	: Principles and Practices in Modern Banking		
Subject Code	: C20	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment –		25 marks
	Semester End Examination	--	50 marks

Objectives: Providing an in-depth insights into principles and practices of banking in the liberalised Indian economy and obtain skills and knowledge in practical Banking.

Pedagogy: Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1:

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

Module 2:

Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters Customers` accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims.

Module 3:

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

Module 4:

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, UPI and Aadhar base payment systems.

Module 5:

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

Module 6:

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

Module 7:

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

Module 8: Contemporary Issues in Modern Banking System

Text Book: Principles and Practices of Banking – Indian Institute of Banking & Finance, McMillan Publication.

Title of the paper	: Project Planning, Appraisal and Control		
Subject Code	: C21	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment –		25 marks
	Semester End Examination	--	50 marks

Objectives:

The objective of the course is to make the students familiar with financial planning, analysis, selection, and implementation and review the capital expenditure investments. This also aims to acquaint the students with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision with respect to the capital expenditures.

Pre-requisites: Students should have the basic knowledge of Accounting and Financial Management.

Pedagogy: Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1 –

Overview of Project Management: Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Strategic Position and Action Evaluation (SPACE), Generation and Screening of Project Ideas.

Module 2 –

Project Appraisal: Appraisal of Projects – Marketing – Technical – Financial Feasibility. Estimation of Cash Flows: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Projected Balance Sheets, Multi-Year Projections, Basic Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation, Feasibility Report.

Module 3 –

Investment Criteria: Advanced Investment Criteria - Investment Evaluation in Practice – Capital Rationing – Inflation & Investment Decisions – Multiple IRR – Modified IRR method – Special investment decisions. Issues in evaluating mutually exclusive projects.

Module 4 –

Project Risk Management: Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Certainty Equivalent, Risk Adjusted Discount Rate, Project Risk Management.

Module 5:

Project Control and Organization: Development of Project Network, Time Estimation, PERT Model, CPM Model Forms of Project Organization, Project Planning, Project Control, Work Breakdown Structure, Reasons for Ineffective Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Audit, Abandonment Analysis.

Module 6:

Purchasing and Contracting for Projects: Introduction, Purchase Cycle, Contact Management, Procurement Process – Tender – Legal Aspects.

Module 7:

Project Close-out, Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, and Follow-up.

Text and Reference Books:

Project: Planning, Analysis, Selection, Implementation & Review - Prasanna Chandra, 8th Edition, Tata McGraw Hill Publishing, New Delhi.

Financial Management – Khan and Jain, 6th Edition, Tata McGraw Hill Publishing, New Delhi.

Project Management and Appraisal – Sitanju Khatua, Oxford University Press, 2011.

Project Management by Samuel J. Mantel, Jack R. Meredith, Scott M. Shafer, & others, Willey India Edition.

“Effective Project Management” - Robert K Wysocki, Robert Beck, and Devaid B Crane, John Wiley & Sons.

Title of the paper	: International Financial Management		
Subject Code	: C22	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment – 25 marks		
	Semester End Examination -- 50 marks		

Objective: The main objective of this course is to give exposure to all aspects of International financial management.

Pedagogy : Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1: International financial Environment - The Importance, rewards & risk international finance-Goals of MNC - International Business methods – Exposure to international risk - International Monetary system - Multilateral financial institution.

Module 2: International flow of funds: International Flow of Funds: Balance of Payment (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (Problems on BOP)

Module 3: International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the European Monetary Union (EMU).

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

Module 4: International Financial Markets and Instruments: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, International Money Markets International banking services –Correspondent Bank, Representative offices, Foreign Branches.

Module 5: International Parity Relationships & Forecasting Foreign Exchange rate: Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate-Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage.

Module 6: Foreign Exchange Exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure (Practical Problems / Exposure to Exposure Management) Cases: Xian Janssen Pharma (China) and the Euro, Toyota’s European Operating Exposure, LaJolla Engineering Services Limited.

Module 7: Foreign Exchange Risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps- Hedging through currency of invoicing- Hedging through mixed currency invoicing.

Reference Books:

- International Financial Management - Eun & Resnick, Tata McGraw Hill Publication.
- Multinational Business Finance - Eiteman, Stonehill & Mofett, Pearson Publishing. 11th Ed.
- International Financial Management - Jeff Madura, Thomson Publication.
- Foreign Exchange Markets – Jain, Yadav, and Peyrard, Macmillan Publication.
- International Financial Management – P. G. Apte, Tata McGraw Hill Publication.
- International Financial Management - V. Sharan, Prentice Hall of India Publication.
- International Finance - Maurice Levi, McGraw Hill Publication.
- International Financial Management – Madhu Vij

Title of the paper	: Security Analysis and Portfolio Management		
Subject Code	: C23	Contact Hours	: 60 Hours
Work load	: 4 hours per week	Credit Points	: 4
Evaluation	: Continuous Internal Assessment –		50 marks
	Semester End Examination	--	50 marks

Objective: To provide the students with an understanding of process of investments, fundamental analysis, technical analysis and efficient market theories and various inter linkages that influence the securities market and also to provide the students with the in depth knowledge of the theory and practice of portfolio management.

Pedagogy : Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1: Investment: Significance & Dimensions of Investment, Speculation, Gambling, Investment Process. Introduction to stock market indices, types, Construction of Stock Market Index (Price weighted, Capitalization and Free float)

Module 2: Security Risk, Return & Valuation: Unsystematic & Systematic Risk, Analysing Risk, Estimation of Beta, Alpha, Correlation and r^2 using SLRM. Stock Return, Anticipate Return, Single period & Multi period Dividend Discount Model, Constant Growth Model, Valuation through P/E Ratio, Preferred Stock Valuation. Practical exercises.

Module 3: Valuation of Bonds – Current Yield - YTM - Bond Risk - Bond Theories. Convexity & Duration of the Bond. Practical exercises.

Module 4: Fundamental Analysis: Economic, Industry and Company Analysis. Practical exercises.

Module 5: Technical analysis: Meaning, Dow Theory, Support & Resistance Levels, Charts & Patterns, Indicators: Volume of Trade, Simple Moving Average, MACD, Oscillators: RSI, ROC, Stochastic Oscillator. Practical exercises.

Module 6: Efficient Market Hypotheses (EMH) – Forms of EMH – Random Walk Theory - Evidences for EMH – market anomalies.

Module 7: Portfolio Models/Theories: Markowitz Model, Efficient Frontier, Capital allocation between risky and risk free assets, Sharpe Index Model, Corner Portfolio, Capital Asset Pricing Theory, SML, CML, Arbitrage Pricing Theory. Practical exercises.

Module 8: Portfolio Evaluation & Revision: Sharpe, Treynor & Jensen performance Indices, Strategies, Portfolio Revision, Techniques, Benefits of International Portfolio Investment & Risk. Asset Management Companies. Practical exercises.

Reference Books:

- Investment Analysis and Portfolio management – Prasanna Chandra, TMH Publication.
- Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas Publication.
- Security Analysis & Portfolio Management – Fisher and Jordan, Pearson Publishing.
- Security Analysis & Portfolio Management - Kevin S, PHI Publication.
- Analysis of Investments and Portfolio management – Reilly & Brown, Cengage Publication.

HUMAN RESOURCE SPECIALISATION

Title: Organization Development & Institution Building

Subject code: C24

Contact Hours:60

Work load: 4 Hours per Week

Credit Points:4

Evaluation: Continuous Internal Assessment -50
Semester End Examination - 50

Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in Organizational Development and Institutional Building.

Pedagogy : Lectures, Assignments, case studies, seminar, project

Module 1 Introduction to Organizational development: Definitions and Historical overview of OD, Foundation of OD

Module 2 Nature of Planned Change: Theories of Planned change, Lewin's Change Model, Action Research Model, The Positive Model Comparisons of Change Models; General Models of Planned change Entering and Contacting, Diagnosing, Planning and Implementing Change, Evaluating and Institutionalizing Change; Different types of planned change, and OD Practitioner.

Module 3 Diagnosing Organizations: Need for diagnostic models, Organizations group, Group-Level Diagnosis, individual level diagnosis, collecting and analyzing the diagnostic information, Feeding back of diagnostic information

Module 4 Interpersonal and Group Process Approach: Process consultation, Individual, group and organisation level interventions- T Group, sensitivity training, team building interventions, formal group diagnostic and team building meeting, process consultation intervention etc, Third party interventions-Intergroup team building interventions, third party peace making interventions partnering. Structural interventions- Self managed teams, MBO, Work redesign, parallel learning structures etc. Team Building.

Module 5 Institution Building: Meaning of Institution, how institution differs from organizations, Factors contributing to development of an institution, Process of institution building, Role of CEO in Institution building, Important role of institutions, Great institution builders of India(Vikram Sarabhai, Ravi J Matthai, Vijay Shankar Vyas, Contemporary issues

Text Book :Thomas G Cummings and Christopher G Worley: Organization Development & Change, South-Western Cengage Learning

Reference Books :

Beyond Management by Udai Pareek

John M. Thomas and Warren O. Beuris: The Management of Change and Conflict, Penguin Book New York.W.W. Cooper, H.J Leavitt and M.W. Shelly D:

New Perspectives in Organization Research, John Willey & Sons, New York

.Arthur G. Bedeian: Management, The Dryden Press, Illinois.Roy Wagner:

The Invention of Culture, University of Chicago Press, and Chicago.Peter F. Drucker:

The Executive in Action, Harper Collins Publications Inc., New York.Tim Hannagan:

Management – Concepts and Practices, McMillan India Ltd., New Delhi

Title: Compensation Management

Subject code: C25

Work load: 2 Hours per Week

Contact Hours:30

Credit Points:2

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 25

Objectives of the course: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing analyzing and restructuring reward management Systems, policies and strategies.

Pedagogy

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1 Introduction to Compensation

Introduction to Compensation and Rewards; meaning, Definition, Objective of Compensation and Reward, Importance of Compensation management, Advantages & Disadvantages of Compensation management, Important Issues in Compensation Management. Introduction to Framework of Compensation Policy; Labor market characteristics and pay relatives

Module 2 Wage Determinations

Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration rules; Introduction to Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Introduction to the Theory of Wages: Introduction to Minimum, Fair and Living Wage

Module 3: Wage Differential

Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage Differentials & Elements of a Good Wage Plans; Introduction to Institutional Mechanisms for Wage Determination

Module 4: Wage Incentives

Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans; Introduction to Prevalent Systems & Guidelines for Effectives Incentive Plans; Introduction to Non- Monetary Incentives

Module 5:

Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems, Statutory Provisions governing Different Components of Reward systems.

Reference Text:

Textbook of HRM – P. Subha Rao.

Managing Human Resources – Bohlander, Snell, Sherman

Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications

Compensation Management in a Knowledge Based World – Richard I Henderson –

Pearson Publications Compensation, Milkovich & Newman, Tata McGraw Hill

Understanding Wage System by A.M.Sarma; Publisher - Himalaya Publishing House.

.Compensation Management by V. Vijayalakshmi; Publisher - Virinda Publications

(P)Ltd., Delhi -

Labour Cost and Compensation Management by Prof. A.P.Rao; Publisher - Everest Publishing House

Suggested Readings:

Human Resource Management, by L.M Prasad, Sultan Chand & Sons.

Personal & Human Resource Management, by P. Subba Rao, Himalaya Publishing House.

Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.

Bhawdeep singh & Prem Kumar- Current Trends in HRD: Challenges & Strategies in a changing scenario.

Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis

Wage and Salary Administration by Leonard R, Berger.s Wage and Salary administration by Rock Micton

Title: International Human Resource Management

Subject code: C26

Contact Hours:45

Work load: 3 Hours per Week

Credit Points3

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 50

Objectives : Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Pedagogy:Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1: Human Resources in a Comparative Perspective , International Recruitment and Selection

Module 2: Developing International Staff and Multinational Teams , Cultural Factors/Issues in Performance Management

Module3: Approaches to International Compensation,

Module 4. Managing Global, Diverse Work force , Industrial Relations in a Comparative Perspective , Global Unions, Regional Integration and Framework Agreements, International T&D

Module 5: Emerging Trends in Employee Relations and Employee Involvement , International Labour Standards, HR/IR issues in MNCs and Corporate Social Responsibility Contemporary issues

Reference Books:

The global college framework for international human resource management-
Evans,Barsour, TMH
Human Resource management- K.Ashwathappa, Das, TMH

Title: Emotional Intelligence and Managerial Effectiveness

Subject code: C27

Contact Hours:45

Work load: 3 Hours per Week

Credit Points3

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 50

Objectives:There is a mounting body of evidence that emotion is the most powerful resource we have. Emotions are lifelines to self-awareness and self-preservation that deeply connect us to ourselves and others, to nature and the cosmos. Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.

Pedagogy:Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1

Introduction, Emotions and the Tripartite Brain, Emotional Competencies Emotional Intelligence What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and, Ability EI. Five Dimensions of Trait EI Model, Self Awareness (SA), Managing Emotions (ME), Motivation, (M), Empathy (E) Social Skills (SS), Determination of EQ.

Module 2

Self awareness (SA), Self Awareness, Seeing the other side, Giving in without giving up Life Positions – you and only you can choose your mindset, Self Regulation / Managing Emotions (ME), Self-Regulation/Managing Emotions (ME), The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self-control... take back your Amygdala, Using Coping Thoughts, Using Relaxation Technique,

Module 3

Self-Motivation (M), Self Motivation, Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing

Module 4

Empathy (E), Empathy, Barriers to empathy, Developing your empathy

Module 5

Social Skills (SS), Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills, Manage emotions, Social Management and Responsibility. Understand Emotions and How to Manage Them in the Workplace, Role of Emotional Intelligence at Work, Articulate your Emotions Using Language, Disagreeing Constructively, Contemporary issues

BOOKS:

Emotional Intelligence: Why It Can Matter More Than IQ By: Daniel Goleman

Working with Emotional Intelligence By: Daniel Goleman

Additional Educational Resources

Emotional Intelligence at Work By: Dalip Singh (Author)

Title: Talent Management

Subject code: C28

Work load: 3 Hours per Week

Contact Hours:45

Credit Points3

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 50

Objective: The objective of this course is to understand the importance of talent management in today's competitive world and also can build the retention strategy.

Pedagogy

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

Module 2

Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management.

Module 3: Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process

Module 4

Talent Planning and Acquisition: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition

Module 5

Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention,

Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager, Contemporary issues

Reference Books:

Talent Management- L.A.Berger

Title: Learning and Development

Subject code: C29

Work load: 4 Hours per Week

Contact Hours:60

Credit Points:4

Evaluation: Continuous Internal Assessment -50

Semester End Examination - 50

Objective: The objective of this course is to understand the importance of learning and development as an important tool for need analysis .

Pedagogy: Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars

Module 1

Learning and Learning Theories: Learning process, Principles of learning, Theories of learning, process of resistance to leaning, Effect of group dynamics on learning, Transfer of learning, Distinct characteristics of Training design that motivate learning, Learning strategies.

Module 2

Learning and Development: Definition and comparison of learning and management technique, benefits of learning and development, Awareness of learning and development setup, various steps in learning and development process, Theoretical prospective of learning and development process.

Adult Learning: Principles of adult learning, Difference between learning of children and adults, Factors which motivate adults to learn Jane Vella's Principles, Kolb's Learning Cycle.

Module 3

Training Objectives, Policies and Strategies: Training policy, Training strategy, Training plans, Training process follow up, Overview of training methodology, Preventing employees obsolescence to training – Steps in training program design, Program sequence and theme, Converting training objective into training program, Criteria for training method selection, Relationship between learning and training methods.

Module 4

Training Methodologies: Overview various training methods, On the job training methods, Off the job training methods, Understanding the method to be applied for applying improvement in knowledge, skills, and attitudes, Advantages of using one training over other, The latest training methods and their applications in different situations – The concept of distance learning, Characteristics of distance learning, Key factors influencing distance learning.

Module 5

Training Evaluation: Meaning, Reasons for evaluating training, Significance of training evaluation, Donald Kirkpatrick's, Return on investing in training, Types of evaluation design, Considerations in choosing an evaluation design, Data collection for training evaluation, Threats to Validity, Determining costs, Evaluation practices in different organizations. Contemporary Issues in Learning and development

Reference Books:

Training and Development – By Dr. B Janakirama

Personnel/Human Resource Management – By David A. Decenzo & Stephen P. Robbins

The Training Manager's Handbook – By Eddie Davies

The Trainer's Tool Kit – By Cy Charney & Kathy Conway

Learning Content Management Systems – By C. Jones, Knowledge Xtensions

Agent Training: How to motivate and Keep the Best Reps, CommWeb, March 2001

Effective Training by Blanchard

Title: Human Resource Information Systems

Subject code: C30

Work load: 2 Hours per Week

Contact Hours30

Credit Points2

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 25

Objectives of the course:

- To learn basic concepts, technology, application, and management of HRIS
- To increase student understanding of IT and their application for human resource
- To focus on what the technology brings to HR's most critical functions & to familiarize the applications of HRIS in Organizations

Pedagogy:

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1:

Human Resource Information System: Historical Evolution of HRM and HRIS ,Introduction, Concept ,Meaning, Definition of Human Resource Information System (HRIS), Need for HRIS, Components of HRIS, Benefits of HRIS , Information Provided by HRIS, Objectives and Purpose of HRIS, Designing of HRIS, Advantages of HRIS, Different Types of HRIS, Limitations of HRIS, Significance of HRIS in Today's Corporate World. Contemporary issues

Module 2:

Human Resource Information Systems: In Organization: Development of HRIS, Essentials of Good HRIS, Users of HRIS applications ,How HRIS is used in organization, HRIS functions: A) Integrating the Technologies of HR B) Increased Efficiency C) Increased Effectiveness D) IT-Enabled Processes E) Cost and benefit of HRIS, Steps to Be Followed in Implementing HRIS, The role and impact of HRIS. HRIS Life Cycle/HR responsibility in each phase of HRIS development, Contemporary issues.

Module 3:

HR Management Process & HRIS: Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

Module 4:

Data Management For HRIS - Data Formats - Entry Procedure & Process – Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms – Standard Software and Customized Software - HRIS : An Investment.

Module 5:

Data & Information Needs For HR Manager : Data - Sources of Data - Role of IT in HRM – IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracle's Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantage

Reference Books :

Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
Human Resource Information System by P.K.Gupta and Sushil Chaabra
Human Resource Management by Gary Dessler, Pearson Publication
Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan

Suggested Readings:

Jawadkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi. Kumar, Muneesh, Business Informa House Pvt. Ltd., New Delhi.
Davis, Gorden, B., Management Information Systems: Conceptual Foundations, Structure and Development, McGraw Hill Book Company, New Delhi.
O'Brein, james, A., Management Information Systems – A Managerial end User Perspectives, Galgotia, New Delhi.
Laudon, Kenneth, C., and Laudon, Jane Price, Management Information Systems – A Contemporary Perspective, Macmillan, NewYork.
Davis, B. Gordon and Olson H. Margrethe, Management Information Systems, McGraw Hill Pub., New York.
Jerome, Kanter, Management Information Systems, Prentice Hall of India, New Delhi

COURSE OUTLINE FOR MBA FOURTH SEM

Paper Code	Title of the Paper	No of credits	IA Marks	Sem End Exam	Total Marks
D1	Management Control System	3	25	50	75
D2	MCP(PROJECT)	4	50	50	100
	Total	7	75	100	175
Specialisation Courses					
<i>(Students to choose as many subjects as desired subjects to minimum credits per semester as per Table above)</i>					
GENERAL MANAGEMNT :		No of credits	IA Marks	Sem End Exam	Total Marks
D3	E-Business Management	3	25	50	75
D4	Management in Government	2	25	25	50
D5	Environmental management	3	25	50	75
	Total	8	75	125	200
MARKETING STREAM:		No of credits	IA Marks	Sem End Exam	Total Marks
D6	International Marketing	3	25	50	75
D7	Applications of Services Marketing	3	25	50	75
D8	Product Management	2	25	25	50
D9	Customer Relationship Management	2	25	25	50
	Total	10	100	150	250
FINANCE STREAM:		No of credits	IA Marks	Sem End Exam	Total Marks
D10	Business Taxation	3	25	50	75
D11	Microfinance and Financial Inclusion	3	25	50	75
D12	International Accounting	2	25	25	50
D13	Spread Sheet Skills for Finance Professionals	2	25	25	50
D14	Goods and Service Tax	3	25	50	75
	TOTAL	13	125	200	325
HUMAN RESOURCE:		No of credits	IA Marks	Sem End Exam	
D15	Corporate Restructuring-Human Dimensions	03	25	50	75
D16	Strategic Human Resource Management	03	25	50	75
D17	Social Legislation for Indian managers	03	25	50	75
	Total	09	75	150	225

Title : Management Control Systems.

Subject code: D1

Contact Hours:45

Work load: 3 Hours per Week

Credit Points:3

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 50

Objectives: To develop the apperception for the systems that are necessary for a CEO to control the Organization to drive the performance.

Pedagogy: Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars

Module 1:

Management Control System; Nature, basic concepts, boundaries of management control

Module 2 : Management Control Environment ; understanding strategies-goals, concept of strategy, corporate level strategy, business unit strategies. Goal congruence-concept, influence of informal factors on goal congruence, the formal control system, types of organization, functions of the controller

Module 3: Responsibility Center. Revenue centers, expense centers, administrative and support centers, research and development centers, profit center-general considerations, business unit as profit centers, other profit centers, measuring profitability. Transfer pricing-meaning, objectives, methods, pricing the corporate services, administration of transfer pricing. Measuring of assets employed, EVA vs ROI, evaluating the performance of managers and the evaluating the economic performance of the entity.

Module 4: Budget preparation process, nature of budget, other budgets, behavioral aspects in budgets, calculating the variances, variance in practice, limitations of variance analysis. Performance measurement systems, management compensation-incentives, characteristics of incentive, compensation plans, incentives for corporate officers and business unit managers. Control for differentiated strategies

Module 5 : Controls in service organization- general ideas on services organization, professional services organization, financial services organization, health care services organization, non-profit organizations.

Module 6: Multinational Organizations- cultural differences, transfer pricing issues, exchange rate issues.

Module 7: Projects; Nature of projects, the control environment-project planning, execution and evaluation.

Reference Books:

Management Control System- Robert Anthony, Vijay Govindrajan

Management control system-Kennet Merchant, Pearson publication

Title: Major Concurrent Project [MCP]**Subject Code: D02****[4 credits]**

Workload: Phase – I: 2 days / week for 16 weeks
Phase – II: 30 days on site of organization and institute for guidance.

Evaluation: Project Report – 50 marks
Project Viva -- 50 marks

Preamble

The Major Concurrent Project (MCP) is a fully practical oriented course which has been designed to give students indepth knowledge in their field of specialization. Major Concurrent Project (MCP) is an improved version of Summer Inplant Training (SIT), which we use to have at the end of II semester. In MCP, the student will have more scope to apply knowledge. In this MCP students are encouraged to explore concepts already dealt in the class and understand its application in the field. Unlike SIT (at the end of II semester) the student, while carrying Major Concurrent Project, is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Major Concurrent Project.

Title of the Course

Major Concurrent Project (MCP)

Duration

60 days in 2 phases. (Phase – I and Phase – II)

PROCESS / GUIDELINES:

- 1) Each student will select a project in the area of his/her specialization in an organization. (Organization could be any company (Public/Private/NGO/ Government organization/Department etc.)
- 2) The choice of the organization has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Major Concurrent Project. The assignment of mentor and choice of organization should be made by the end of first week of semester.
- 3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry/business/organization/NGO for over two full days in a week. The industry expert will act as the External guide and the student is required to submit attendance details every week to his mentor.
- 4) The Institute will provide three full days- (Every week Tuesday & Wednesday or Monday & Tuesday or any 2 consecutive week days for the students, to be with the Industry/ External Guides.
- 5) The proposal for the Major Concurrent Project (MCP) should be submitted by 1st week of start of IV semester to the institute. The institute should send a CD of all proposals to Chairman BOE, KUD by 2nd week of start of IV semester, which will ensure the registration of students for Major Concurrent Project. The Institute should also make

arrangement to upload these proposals on their website. Students should prepare these proposals in consultation with the Internal and External Guide.

6) The format for the proposal is as given below:

- Topic of the study (Major Concurrent Project)
- Need for the study (Stress on Need for study-current trends in the area)
- A review of earlier research studies conducted
- Objectives of the study
- Methodology
- Proposed outcomes and benefits of the study

- 7) Major Concurrent Project will be conducted in 2 phases as above. The completed MCP report is to be submitted by the end of one week after the last day of the III semester end examinations. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all MCP reports is to be sent to Chairman BOE, KIMS, KUD immediately after the submission date.
- 8) There shall be a mid review of MCP, to be conducted immediately after the mid semester examinations.
- 9) Separate presentations for the organizations and the Institute have to be arranged in last week of the MCP duration as per mutual convenience.
- 10) There will be a project viva-voce conducted by Karnatak University, soon after the theory examinations. The panel of examiners will be similar to SIT and as approved by the Board of Studies.

Deliverables

The students are required to deliver the following without any concessions as per the dates mentioned in the above process.

- 1) MCP proposal ... (by the end of 2nd week of start of IV semester)
- 2) Mid review presentation ... (Immediately after mid-semester examination)
- 3) Submission of MCP report ... (by the end of 1st week)
(Soft copy + Hard copy- 3 no.s)
- 4) Presentation (for organization and the Institute) (Last week of the MCP duration)
- 5) Presentation for Viva-voce examination to be conducted by KUD.
(as per K.U. Notification)

Format for Major Concurrent Project Reports

The format for the Major Concurrent Project reports should be in the following manner.

Executive Summary	4 pages
Introduction of the study	5 pages
About the organization – Brief	5 pages
Objectives	1 page
Analysis and Findings	15 pages
Discussion	10 pages
Conclusion	8 pages
References	2 pages

In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Major Concurrent Project report focuses the study undertaken by the student and its findings. The report should contain minimum 50 pages written using the following format:

- i) A-4 size paper (Executive Bond)
- ii) MS Word style with Times New Roman Font
- iii) Font size -12 for Text and 14 for headings
- iv) Portrait Paper settings with 1 inch margins on all the four sides.

GENERAL MANAGEMENT SPECIALISATION SUBJECTS

Title: e-Business Management

Subject code: D3

Contact Hours:45

Work load: 3 Hours per Week

Credit Points:3

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 50

Objective: To understand the practices and technology to start an online business and too know how to build and manage an e-business

Pedagogy: Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars

Module I: Introduction To E-Business

e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce

Module II: Technology Infrastructure

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

Module III: Business Applications

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals

Module IV: e-Business Payments And Security

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

Module V: Legal And Privacy Issues

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, Contacts and warranties, Taxation and encryption policies.

Text Books:

Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.

Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2010.

Reference Books:

Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.

Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.

Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, . Bharat Bhasker, Electronic Commerce – Frame Work Technologies and Applications, Tata McGraw Hill Publications, 3rd Edition, 2009.

Title : Management in Government

Subject code: D4

Contact Hours:30

Work load: 2 Hours per Week

Credit Points:2

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 50

Objectives : Government is a major player in the overall society. It is one of the biggest spender of money. The principles of management are yet to reach Government as a system as it has done already in case of business and industry. This course should help a student understand.

- (i) Central Government and its functioning
- (ii) State Government and its functioning
- (iii) Problems faced at both the levels in the implementation
- (iv) Evolve effective strategies to deal with the same.

Pedagogy : Lectures, Assignment, Case studies, Interactions with Government officials both state and Central Govt.

MODULE 1

Indian constitutions- Role and functions of Government

MODULE 2

Central Government and its organization, The bureaucratic as well as political systems, Budgeting as a process., Execution or implementation and problems there in,

MODULE 3

State Government and its organization, The bureaucratic as well as political system, Budgeting as a process, Execution or implementation

MODULE 4

Management of human resources in the Governmental context. How to motivate? Motivational strategies some leadership styles (effective)

Reference Books:

Governance in India: M laxmikant
Indian Public Administration-R.K.Arora

Title: Environmental Management and Economic Environment of Business

Subject code: D5

Contact Hours:45

Work load: 3 Hours per Week

Credit Points:3

Evaluation: Continuous Internal Assessment -25
Semester End Examination - 50

Module 1:Environmental Education - Objectives, Principles, Scope and functions of environmental education. Role of NGOs.

Module 2. Managing Natural Resources – Importance – Water, Land.

Module 3: Global Warming – Problem, Implications, Concept of Carbon Credit, Role of Government and Non-Government Agencies & Businesses.

Module 4. Disaster management – Concept, causes and consequences, disaster mitigation.

Module 5: Agricultural Sector – Implications of WTO – Concept & Importance of Commodity market

Module 6:. Industrial Policy Regulations of 1991 leading to Liberalization, Privatization and Globalization – Emergence of BRIC economies

Module 7 Banking Sector – Concept & Importance of Core Banking, Retail Banking, Basel II Concept and implications , **Insurance Sector** – IRDA, Life and Non Life Insurance, Taxation concepts, Capital Market structure

Books Recommended:-

Environmental Policy – By. James Lester, Duke University Press
Environmental Management System ISO 14001 – By Dr. Ashok Joshi,
L.Ramkrishnan,Nivedita Sarnaik

MARKETING SPECIALISATION SUBJECTS

Title: International Marketing

Subject Code: D6

Work load: 3 hours per week

Evaluation: Continuous Internal Assessment
Semester end Examination

Contact Hours: 45 Hrs

Credit Points: 3

– 25 mar

– 50 marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of International Marketing Management. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Group Discussions.

Module I: An Overview of International Marketing: The Scope and Challenge of International Marketing, International Marketing Environment, Preparing for International Marketing Strategies

Module II: The Dynamic Environment of International Trade: The Cultural Environment of Global Markets, History and Geography: The Foundations of Culture, Cultural Dynamics in Assessing Global Markets, Management Style, and Business Systems.

Module III: The Political Environment: A Critical Concern, The International Legal Environment: Playing by the Rules: Assessing Global Market Opportunities.

Module IV: Developing a Global Vision through Marketing Research and Segmentation, Economic Development and the Americas, Europe, Africa, and the Middle East.

Module V: Asia Pacific Region: Developing Global Marketing Strategies, Orientation towards BRICS nations.

Module VI: Global Marketing Management: Planning and Organization, Products and Services for Consumers, Products and Services for Businesses.

Module VII: International Marketing Channels, : Integrated Marketing Communications and International Advertising, Promotion, Personal Selling and Sales Management, International Distribution Systems.

Module VIII: Pricing for International Markets: Implementing Global Marketing Strategies.

Module IX: Negotiating with International Customers, Partners, and Regulators: The Indian Export Scenario, the Export Import Scene in India, Import-Export Policy, Export Documentation, Export Procedure, International Technology Transfer and Counter Trade, the Trade Mark Regime.

Text Book:

Philip R. Cateora, Mary C Gilly and John Graham, International marketing, 15th edition, McGrawHill publications.

Paul, Ramneek Kapoor, “International Marketing – Text and Cases”, Tata MCGrawHill Publications, New Gelhi.

References:

Sak Onkvsit and John Shaw “International Marketing – Analysis and Strategy” Latest edition, Pearson Publications.

P. Subba Rao, “International Marketing”, Himalaya Publications.

Title: Applications of Service Marketing**Subject Code: D7****Work load: 3 hours per week****Evaluation:** Continuous Internal Assessment

Semester end Examination

Contact Hours: 45 Hrs**Credit Points: 3**

– 25 marks

– 50 marks

Objective: To make students to learn concepts, theories, principles, functions and applications of services Marketing.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussions, Research Article discussions.

Module I: Bank Marketing:

Introduction – Bank Marketing : The concept – Justifications for practicing Marketing Principles –The Users of Banking Services –The Behavioral Profile of Users –Factors Influencing The Behavioral Profile of Users- Marketing Information System –Significance of MIS to the Banking Organizations- Instrumentality of Marketing Research in Banking Organizations –Marketing Intelligence System for the Banking Organizations-Market Segmentation – Importance of Segmentation to the Banking Organizations-Criteria for Segmentation –Marketing Mix for the Banking Organizations-The Product Mix – Product Portfolio- Designing an attractive Package – Product Development –Promotion Mix-Publicity /Public Relations-Personal Selling –Sales Promotion –Word of mouth Promotion – Telemarketing –Cause related and Sponsorship Marketing –The Price Mix – The Place Mix –Expanded Marketing Mix –Process –Physical Evidence and Attractions –The People –Bank Marketing in Indian Perspective.

Module II: Insurance Marketing:

The concept –Users of Insurance Services –The Behavioural Profile of users-Market Segmentation in the Insurance organisations – Significance of Segmentation in the Insurance Business-Impact of Technology on the Insurance sector –E-Insurance-Marketing Information System for Insurance Organisations- Insurance Product –Product Planning and Development – The Formulation of Marketing Mix for Insurance Organizations-The product Mix – The Promotion – Telemarketing – Cause related and Sponsorship Marketing –Price Mix-Place Mix-Extended Marketing Mix in Insurance –Recommendations of Malhotra Committee – Insurance Marketing in the Indian Environment.

Module III: Tourism Marketing:

Introduction –Tourism : The concept –Tourist :The concept –Typology of Tourism –Tourism marketing : The concept –Users of Tourism Services –Behavioral Profile of users –Product Planning and Development –Market segmentation for Tourism –Marketing Information system for Tourism –Formulation of Marketing Mix for Tourist Organization- The Product Mix-Salient features of Tourism Product –Designing a package tour –Marketing the Brand decisions –The Promotion Mix –Advertising –Publicity –Sales Promotion –Word of Mouth Promotion –The Price Mix-The Place Mix – The Process – Physical Evidence and attractions –The people : Travel Agents , Travel Guides-Tourism Marketing in Indian Perspective.

Module IV: Hospitality Marketing:

Introduction –Hotel : The concept –Motel : The concept –Hotel and its Typology –Hotel Marketing : The Concept –Marketing vs. Selling the Hotel Services –Users of Hotel Services – Behavioral Profile of users –Market Segmentation for Hotel –Marketing Information system for Hotel –Product planning and development –Formulating Marketing Mix for Hotel –The Product

Mix –The Promotion Mix –The Price Mix –The Place Mix-The Process –Physical Evidence and attractions-The people –Hotel Marketing in Indian Perspective.

Module V: Wellness And Personal Care Marketing:

Introduction –Personal Care Marketing : The concept –Users of Personal Care services – Behavioral Profile of Users –Market Segmentation for Personal care services – Marketing Information system for personal care services –Formulation of Marketing Mix for the Personal Care services –The Product Mix-The Promotion Mix –The Price Mix-The Place Mix-The Process-The Physical Evidence and attractions-The people –Personal Care Marketing in the Indian Perspective.

Module VI: Health Care Marketing:

Introduction – Hospital Marketing : The Perception –Rationale behind Practising Marketing in Hospitals – Segment wise Users of Healthcare services –Behavioural Profile of users – Market Segmentation –Marketing Information System –Marketing Mix –Product Mix –Promotion Mix – Price Mix –Place Mix –Process – Physical Evidence and Attractions-People-Strategic Marketing – Consumer Protection Regulation –Hospital Marketing in Indian Perspective.

Module VII: Event And Entertainment Marketing:

Introduction – Entertainment Marketing : A conceptual frame work –Rationale behind practising Entertainment services –Managing Information for Entertainment Services –Behavioural Profile of Users of Entertainment services –The formulation of Marketing Mix –Product Mix- Promotion Mix- Price Mix- Place Mix – Process Mix –Physical Evidence and Attractions –People – Entertainment Marketing in Indian Perspective.

References:. S. M. Jha, “Services Marketing” 6th edition, Himalaya publications.

Title: Product Management

Subject Code:D8

Work load: 2 hours per week

Evaluation: Continuous Internal Assessment
Semester end Examination

Contact Hours: 30 Hrs

Credit Points: 2

– 25 marks

– 25 marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Product Management.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module I: The theoretical foundations: Product? Product characteristics, classification, FMCG? Product differentiation, Positioning, design, product mix and line decisions, line extensions, Competition and product strategy, The product in theory and practice, Buyer behavior, The product life cycle in theory and practice, PLC and marketing strategies, Product portfolios, product and brand relationships, product hierarchy, product mix pricing, co-branding and ingredient branding.

Module II: New product development: Routes of new product development, The importance, nature and management of the new product development process, New product strategy, Idea management for new product development, Screening new product ideas, Concept development, product innovation and testing, Business analysis, Product testing, Latent factors behind marketing success of new product, challenges in NPD.

Module III: Product management: Commercialization: test marketing and launching the new product, managing growth, managing the mature product, Successful of new product launches, new product failure experiences. Packaging, labeling, warranties, and guarantees.

Module IV: Product elimination: Controlling the product line: an overview of the deletion decision, reaching the decision to delete a product, implementing the deletion decision, Reprise, Product pruning.

Module V: Recent trends in new product development

Text Book:

Michael Baker and Susan Hart, Product Strategy and Management, 2/e, Pearson publications.

Rajendra Mujumdar, “Product Management” Latest edition

Philip Kotler, ‘Marketing Management’, Latest edition

Title :Customer Relationship Management**Subject Code:D9****Contact Hours: 30 Hrs****Work load: 2 hours per week****Credit Points: 2**

Evaluation: Continuous Internal Assessment – 25 marks
Semester end Examination – 25 marks

Objective: To make students to learn concepts, theories, principles, functions and objectives of Customer Relationship Management.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module I: Customer Relationship Management: Concepts and Processes:

An Introduction to CRM; Evolution of Relationship marketing, concepts, types, evolution of CRM, CRM models, Principles of CRM, technology and software applications in CRM, CRM Integration in an Organization; customer centric approach, factors responsible for integration in CRM, Customer Loyalty and Retention; Customer life cycle, customer value, customer lifetime value, acquisition and retention of customers, CRM Process; objectives, cost and benefit analysis of CRM, 4Cs of CRM process, CRM cycle, CRM in B to C, B to B markets, CRM adoption, CRM in Marketing and Service.

Module II: Analytical CRM:

Database Management; levels of data abstraction, categorization of database, database applications, database warehousing, integrating data with data warehousing technology, data based management software, customer profiling and database management, market implications of database management, , Data Analysis and Data Mining; 360⁰ view of customers, real time automated decisions, marketing messages, data analysis, data mining.

Module III: CRM Operations:

Customer Loyalty and Retention Management; segmentation of customers, loyalty programs, recovery management, customer complaint management, customer retention management and strategies, RFM analysis, customer recall management, CRM in Marketing Channels.

Module IV: CRM: Technology, Implementation, and Applications:

Technological Developments in CRM; E-CRM, CRM software, CRM solutions and its components, Sales force automation and mobile CRM, CRM Implementation; customer interface, and components, need for implementing CRM, framework for implementing CRM, implementing CRM projects, upcoming technology in CRM implementation, CRM and software venders, choosing an appropriate CRM solution, ERP, issues in CRM implementation, ROI of CRM, Applications of CRM, Assessment of CRM; Benefits of CRM, Justifications of spending on CRM, ROI in CRM, Hurdles faced during CRM adoption.

Text Book:

N. H. Mallick, “Customer Relationship Management: Concepts and Processes”,
Oxford University, Press, New Delhi.

Jagadesh Shet “Customer Relationship Management” Biztantra publication

FINANCE SPECIALISATION

Title of the paper	: Business Taxation	Contact Hours	: 45 Hours
Subject Code	: D10	Credit Points	: 3
Work load	: 3 hours per week		
Evaluation	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

Objective: Exposure to tax management concepts in the corporate setting and a practical overview of Goods and Services Tax.

Pedagogy: Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars

Module 1: Corporate Tax Planning & Management

Concept of Tax planning, Tax planning with reference to setting up a New Business; Location; Nature of Business; Tax Holiday, etc. Tax Planning with regard to Specific Management Decisions such as Mergers and Takeovers; Employees' Remuneration; Voluntary Retirement Tax Planning with reference to Financial Management Decisions such as Borrowing or Investment Decisions; Reorganization or Restructuring of Capital. (Practical Problems)

Module 2: Treatment of Depreciation & Setoff & Carry forward of Business Losses .
(Practical Problems)

Module 3: Basic Concepts of International Taxation

Residency Issues; Source of Income; Tax Havens; Withholding Tax, Unilateral Relief and Double Taxation Avoidance Agreements, Controlled Foreign Corporation, Advance Rulings and Tax Planning, Authority for Advance Rulings.

Module 4 : Tax aspects of Transfer Pricing

Concepts, Meaning of International Transactions; Computation of Arm's Length Price & Methods; General Anti Avoidance Rules (GAAR). Discussion on recent cases.

Module 5: An Overview of Goods and Service Tax

Background, Negative List Approach, Rate Structure under GST, SGST, IGST and CGST. Rate and Computation of Tax, Levy, Collection and Payment of GST. Filing of GST returns. Assessments and refunds.

(Simple Problems)

Reference Books :

- Practical Approach to Direct and Indirect Taxes – Dr. Girish Ahuja & Dr. Ravi Gupta.- CCH Publication
- Principles of International Tax Planning – Rohit Gupta – Taxmann's Publication
- Direct Taxes Laws and Practice – Vinod K Singhanian, Kapil Singhanian- Taxmann's Pub
- Corporate Tax Planning & Business Tax Procedures with Case Studies – Monica Singhanian & Vinod K Singhanian – Taxmann's Publication.
- Basics of GST – Nitya Tax Associates – Taxmann's Pub
- A handbook for GST in India (E-book) – CA Pritam Mahure recent edition

Title of the paper	: Microfinance and Financial Inclusion		
Subject Code	: D11	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

Objective: The main objective of this course is to sensitize the students to the key issues linked to the whole discourse on social banking including the challenges inherent therein, in the particular context of India, and to familiarize them (the students) with the initiatives taken in the country for addressing the said issues. The course also seeks to underline how the tenets of social banking and inclusive financial system may not always be in conflict with the goal of maximizing the operating surplus of a ‘commercial’ entity like a banking institution. In this context reference is sought to be made to the evolution of the so called ‘micro finance’ initiative as a socially responsive and yet commercially viable proposition.

Pedagogy : Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1: Introduction to Microfinance - Meaning and Evolution of Microfinance – Difference between Microfinance and Microcredit - Micro Finance as a poverty alleviation programme – Government sponsored programs and Microfinance.

Module 2: Government Initiatives- Major policy initiatives - Nationalisation of major commercial banks - Lead Bank Scheme (LBS) - priority sector in lending – RRBs - subsidy-linked credit programmes like PMRY, SGSY, SJSRY & SLRS, etc

Module 3: Self Help Groups (SHGs) - Definition membership criteria - How SHGs are formed? - Steps and initiatives taken to form SHGs - Role of facilitators like Anganwadi Workers, other voluntary organisations/members - Role of SHGs in micro finance - Federation of SHGs – Joint Liability Groups - Study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.

Module 4: Functioning of MFIs - Outreach and reliability - Cost to MFIs-borrowing cost, operating cost, risk cost (provision for loan losses) - Interest rate - Interest rate calculation Reducing Balance v/s Flat Rate.

Module 5: Role and Responsibilities of Banks and Financial Institutions in micro credit - Financial cost to banks and SHGs - Role of NABARD - Direct and indirect support – Re-finance and other Schemes - Incentives and initiatives of NABARD towards SHGs and micro credit. **Government guidelines and RBI directives on Micro Credit** - Legal aspects of deposits from and lending to SHGs.

Module 6: Financial Inclusion - Definition – Technology and financial inclusion - Business Correspondent Model – Business Facilitator Model - Jan Dhan Yojana – Financial Inclusion and Direct Benefit Transfer (DBT)

Module 7: Contemporary I issues

Text Book:

Microfinance Perspectives and Operations – IIBF - McMillan Publisher

Reference Books:

Understanding Microfinance – D.K.Panda, Wiley
Publications. Microfinance – V.S.Somanath, Excel Books
The Economics of Microfinance by Beatriz Armendáriz de Aghion & Jonathan Morduch
Microfinance Handbook: An Institutional and Financial Perspective by Joanna Ledgerwood
The New Microfinance Handbook A Financial Market System Perspective Edited by Joanna Ledgerwood with Julie Earne and Candace Nelson
Microfinance In India by K. G. Karmakar
Microfinance by V. Neelamegam, Vrinda Publications (Pvt.) Ltd
Microfinance by O.C.Rana & Hem Raj, Himalaya Publishing House

Web Sources:

www.nabard.org (National Bank for Agriculture and Rural Development)
www.mfindia.org (Microfinance Institutions Network)
www.akmi.in (Association of Karnataka Microfinance Institutions)
www.rbi.org (Reserve Bank of India)
www.microfinancegateway.org

Title of the paper	: International Accounting		
Subject Code	: D12	Contact Hours	: 30 Hours
Work load	: 2 hours per week	Credit Points	: 2
Evaluation	: Continuous Internal Assessment – 25 marks		
	Semester End Examination -- 25 marks		

Objective: The objective of this course is to examine the managerial and financial accounting function from an international perspective, focusing on the flow of information in multiple currencies, complying with reporting requirements.

Pedagogy: Lectures, Assignments/Project, Practical Exercises and Case Analysis

Learning Outcomes: Upon successful completion of this course, students will be able to:
Understand the international dimensions of accounting; Determine the impact of international accounting practices on the business decision making process; Compare and contrast the financial reporting and disclosure under International Financial Reporting Standards, Indian generally accepted accounting practices and accounting standards in several other countries.

Module 1: Introduction to International Accounting: Globalization of the concept of accounting - Factors responsible for growth of international accounting - Dimensions of International accounting - Major international differences in financial reporting and their classifications

Module 2: IFRS an Overview: Structure of IFRS foundation and IASB – Standard setting process – IFR Standards issued till date differences between US GAAP and IFRS and their adoption.

Module 3: Financial reporting in United States, United Kingdom, Australia, and Japan. (The above module is supposed to focus on legal issues, International Accounting Standards (IAS), consolidation of accounts, tax systems etc). Practical exercises

Module 4: Special issues in international accounting - consolidation accounting - foreign currency translation – segmental reporting - overview of foreign exchange risk management and transfer pricing.

Module 5: International Financial Statement Analysis: Introduction – need for analysis – techniques of analysis – prospective analysis – factors affecting financial analysis – access, reliability, language and terminology barriers, timeliness of information, foreign currency issues, formats. Practical exercises.

Text Book:

International Accounting by Choi and Meek (CM), Prentice Hall, Inc.

Reference Books:

- Arpon Jeffery G & Rade Baugh, Lee H., International Accounting and Multinational enterprises, John Wiley, New York.
- Evans, Thomas.G. “International Accounting and Reporting”, Mc Millan, London
- Gray S. J. “International Accounting and Transnational Decisions” Butterworth, London
- Holzer. H . Peter, International Accounting, Croom-Helm, London
- Pradhan, Bimal, Multinational Accounting, Croom-Helen, London
- Rathore, Shiriu, International Accounting, Englewood Cliffs, Printice Hall, New Jersey.
- Shahrokh M Saudagaran, International Accounting, Taxman Publications, New Delhi.

Title of the paper	: Spreadsheet Skills for Finance Professionals		
Subject Code	: D13	Contact Hours	: 30 Hours
Work load	: 2 hours per week	Credit Points	: 2
Evaluation	: Continuous Internal Assessment – 25 marks		
	Semester End Examination -- 25 marks		

Objective: By the end of this course, students will be able to: Develop a “toolkit” of Excel tips and techniques, Sensitise and stress test Excel outputs from models, Problem solve within an Excel environment, Analyse large volumes of data, Rank data and analyse large data volumes, Data mine large data volumes and analyse, Confidently use Excel’s keyboard shortcuts to improve their speed and efficiency, Confidently develop Excel formulae in order to build robust solutions, Quickly and consistently format presentation-quality spreadsheets

Pedagogy: Lectures, Assignments/Project and Practical Exercises

Module 1: Introduction: Customizing Your Desktop - Switch off Iteration (Disable Iterative Calculation) - Putting Developer Tab in the Ribbon - Customize Quick Access Toolbar - Change the User Name - Pinning the File - Saving the File - Creating Templates - Customizing a New File - Design the Workbook using the CRAP Principle of Robin Williams - Leave the first column (row) blank - Leave one column blank between the headings and your workings - Leave one empty column at the end of the last working column, if you apply borders around it - Arranging the Sheets in a Logical Fashion.

Module 2: Functions used in Financial Models IF, NPV, IRR, PV, FV, PMT, Rate, NPER, XNPV, XIRR, MIRR, Price, ACCRINT, INDEX, MATCH, SUMIF, MOD, DATE, EOMONTH, EDATE, SUM, AVERAGE, SUBTOTAL, SUMPRODUCT, SUMIFS, ISERROR, IFERROR, TEXT, OFFSET, TRANSPOSE, SLOPE.

Module 3: Keyboard Shortcuts in Excel - Basic Keyboard Shortcuts - Advanced Keyboard Shortcuts - Writing Correct Formulas in Excel - Write simple (and short) formulas - Understand Relative and Absolute Reference Very Well - Remember BODMAS while writing the formulas - Understand the nature of different Errors in Excel - Using Names in Formulas - Managing Circularity in formulas.
Using Controls in Excel - Check Box - Scrollbar (Spinner) - Combo Box - Option Button - List Box - Importance of Linked Cell.

Module 4: Creating Useful Charts in Finance - Chart or a simple Data table? - Types of Charts in Excel - Column Chart - Line Chart - Pie Chart - Bar Chart - Area Chart - X-Y (Scatter Chart) - Stock Charts - Other Charts - Formatting a Chart - Managing the Chart Title - Managing the Legend - Managing the Vertical Axis - Managing the Horizontal Axis - Managing the Gridlines - Managing the Plot Area, Chart Area and the Data Series - Creating Creative Charts - Creating Chart without Using Excel’s Chart Feature - Creating Lots of Small Charts - Creating Dynamic Charts - Creating In-cell Charts.

Module 5: Understanding Macros: Recording New Macros - Executing a Macro - Understanding the Visual Basic Environment - Writing Simple Codes - Conditional Statements in VBA 2-Managing Loops in VBA - Managing Circularity Using Macros - Some Other Useful Macros for Finance. Formatting Numbers - Theory of Number Formatting - Some Advanced Number Formatting Options - Keyboard shortcuts for Number Formats - Conditional Formatting - Some Confusing Number Formats.

Module 6: Sensitivity Analysis in Excel - Data Table - Scenario Manager - Building your own sensitivity model
Miscellaneous Topics - Data Validation - Protecting Important Cells/File - Making Multiple Sheets Visible at the same time - Auditing a Model .

Text Book:

Spreadsheet Skills for Finance Professionals, Pitabas Mohanty, Taxmann Publication.

Title of the paper	: Goods and Service Tax		
Subject Code	: D14	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

Objectives: To provide the inputs to students about the insight of GST and its practice

Pedagogy tools: Lecture, Seminar, Assignments

Module-1: GST In India-An Introduction:

Background, direct and indirect taxes, Genesis of GST in India, concept of GST, Benefits, Framework of GST, Constitutional Provisions

Module -2: Supply Under GST

Introduction, concept of supply (Sec.7 of CGST Act), relevant definitions, composite and mixed supplies

Module3: Charge Of GST:

Introduction, relevant definitions, extent, commencement , levy and collection, composition of levy

Module -4 Exemptions From GST

Introduction, Power of Grant Exemption from Tax [Section of the CGST Act/Section 6 of IGST Act], Goods exempt from tax, list of services exempt from tax

Module -5 Input Tax Credit

Introduction, definitions, eligibility conditions for taking input tax credit, appointment of credits and blocked credits, credit in special circumstances, how ITC is availed and utilised

References:

Websites and articles

HUMAN RESOURCE SPECIALISATION SUBJECTS

Title of the paper	: Corporate Restructuring – Human Dimensions		
Subject Code	: D15	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment – 25 marks		
	Semester End Examination -- 50 marks		

Objective: To prepare students as organizational Change facilitator.

Pedagogy: Class Session, Group Discussions, Simulations exercises, Case studies and Problem Solving Exercises, Individual assignments

Module 1:

Structural Design, The functional Structure. The Divisional Structure, The Matrix Structure, The Process Structure, The Customer – Centric Structure and The Network Structure.

Module 2:

Downsizing and Restructuring.

Module 3:

Corporate Turnarounds, Meaning, Definition, Methods of Turnaround, The Context of Turnarounds, Turnaround Creativity, Turnaround Dynamics

Module 4:

Mergers and Acquisitions, Seller's Perspective, Buyers Perspective, Letter of Intent, Due Diligence, Structuring the Deal, Valuation and Pricing of the Sellers Company, **Financing the Acquisition, The Acquisition Agreement, Keeping M & A on Track, Post closing Challenge, Alternatives to M & A**

Module 5:

Organization Change, Sources of Change, Rethinking Organization Change, History of Change, Nature of Change Level of Change, Models of Change, Leading Organization Change, Integration and Future Needs.

References:

- Organization Development and Change, Cengage Learning, 10th Edition, Thomas G Cummings and Christopher G Worley, 2015.
- Innovative Corporate Turnarounds, Sage Publication, Pradip N Khandwall 1992.
- Mergers and Acquisitions from A to Z, ----- Andrew J Sherman, Milledge A Hart
- The Complete Guide to Mergers and Acquisitions: Process Tools to Support M & A Integration at Every Level by Timothy J Galpin and Mark Herndon John Wiley and Sons.
- Organization Change : Theory and Practice, 3rd Sage South Asia Edition, W Warner Burke

Corporate Restructuring Cases:

- Downsizing In Menlo Park, California Page No : 362-363.
- Honeywell IAc's Total Plant TM Reengineering Process.

Title of the paper	: Strategic of Human Resources Management		
Subject Code	: D16	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

Pedagogy : Lectures, Assignments, case studies, seminar, project

MODULE 1 The Concept of HRM

HRM defined – The development of HRM concepts – Reservations about HRM – HRM and Personnel management – Reactions to HRM from Employees, Origins and development of the concept of Strategy – Strategy defined – The Fundamentals of Strategy – The Formulation of Strategy – Strategic Management.

MODULE 2. Concept and Overview of Strategic HRM

Strategic HRM - Strategic Fit- Resources Based Strategic HRM. The Nature, Origins, and Implications of Strategic HRM. Linking Organizational and Human Resource Strategies. Strategic HRM in a Global Context

MODULE 3. Models of Strategic HRM

General Models – The high performance working models – The high commitment management model – The high involvement management model.

MODULE 4. The Development and Delivery of HR Strategies

Strategy formulation propositions – process issues – key concepts and issues – the strategic agenda – the development process – implementing HR strategies: a systematic approach.

MODULE 5 Making the Impact: The Role of HR

The role of HR – New Mandate for HR – Strategic partner role – HR as the business partner – strategic role of the HR director – HR professionals as change agent – getting the fundamentals rights – views about the role of HR

Organizational HR Strategies and Functional HR Strategic & contemporary issues

Organizational development – Strategies for Culture change – Strategic for Knowledge management – commitment strategic – strategies for climate of trust – organizational HR strategic in action , Resourcing Strategy – Strategy Human Resources development – Strategies for managing performances – reward strategic – employee relations strategic

Reference Books : Strategic Human Resources Development by Srinivas R Kandula ; Prentice – Hall India

Title of the paper	: Social Legislation For Indian Managers		
Subject Code	: D17	Contact Hours	: 45 Hours
Work load	: 3 hours per week	Credit Points	: 3
Evaluation	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

Objectives:

The course is designed to give inputs to the students on the relevant aspects of social legislation from different perspectives, which will go a long way in guiding them when they takeover as managers. The Constitution of India is the source of all the legislation, whether it is Corporate and Business law, Marketing Law, Industrial Law or Industrial Relations Laws. The Constitution of India is a mirror through which all aspects of the present and future norms have to be necessarily viewed.

Module -1: Constitution of India

Preamble , Fundamental Rights , Directive Principle of State policy , Fundamental Duties , Union and State Judiciary , State Liability , Service under the Union and State , Freedom of Trade, Commerce and Intercourse , Tribunals

Module 2. Child Labour

Meaning , Socio-Legal analysis , Judicial Approach , International Norms , National Norms

Module 3. Sexual Harassment at Workplace ,

Meaning and definition , Legal Analysis , Judicial View , International Norms , National Norms

Module 4. Equal Remuneration Act, 1976 , Objectives , Judicial approach , International Norms , National Norms, Gender Justice , Constitutional Aspects , Legal Aspects (Appointment, Conditions of Employment etc.) , Social Norms of 21st Century Pollution Control Laws

Module 5. Environment and the Pollution

Water Pollution, Noise Pollution, Public Interest Litigation. Liabilities under Tort & Contemporary issues

Recommended Books

- Gangadhar K D : Social legislation in India Vol I & II
- Khandekar D G : Labour Legislations
- Shrivastava P C : Social Security in India
- Malhotra O P: The law of Industrial Disputes