

# **JYOTI NIVAS COLLEGE AUTONOMOUS**

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**GUIDELINES & SYLLABUS**

**MASTERS IN BUSINESS ADMINISTRATION**

**(M.B.A)**

**(Choice Based Credit System)**

**ACADEMIC YEAR 2025-26 ONWARDS**

## **PROGRAMME OBJECTIVES**

1. Innovative thinking and idea incubation.
2. Develop leadership skills.
3. Inculcate analytical skills, ethical values and spirit of collaboration.
4. Impart knowledge of current trends and developments within the field of business.

## **PROGRAMME OUTCOMES**

1. Exposure to the functioning of organizations.
2. Development of research and analytical skills.
3. Practice in teamwork, ethical management and decision making.
4. In-depth knowledge of business and management theories and practice.
5. Development of intellectual, social and spiritual values.

## **I. ADMISSION**

### **ELIGIBILITY:**

- ❖ Candidates who have passed Bachelor's Degree (10+2+3) of Bangalore University or any recognized University, in any subject in commerce, Management, Arts, Social Science, Sciences, Engineering / Technology or equivalent and have secured not less than 50% of Marks in Bachelor's Degree Examination in aggregate are eligible for admission to this course.
- ❖ The eligibility for admissions will be based on the aggregate of the Bachelors Degree marks and Entrance Test Marks (KMAT/CMAT/PGCET or any other National Eligibility Test (50:50)

## **II. DURATION OF THE PROGRAMME**

The duration of the programme is of two years spread over four semesters. Each academic year shall comprise of two semesters starting from August to December & January to May.

## **III. CONTACT SESSIONS**

The workload will be 28 hours (14 sessions of 2 hours each) of contact sessions per week. Apart from the classroom contact hours as above, it is essential for the students to spend time on course project and assignments, preparation for class presentations and attending to quiz programs, case studies and discussion sessions.

**Specialization:** Electives will be offered in three specialized areas for the choice of students- Human Resource Management, Marketing Management and Financial Management evenly spread over the last two semesters. Based on the needs of business and industry the college will offer a dual specialization to the students. A minimum of 30 students is a must to offer the specialization

#### **IV. OPEN ELECTIVE:**

The main objective of offering an open elective paper entitled- Life style Management for 3<sup>rd</sup> semester MBA is to give an opportunity for students to understand the nature of different kinds of stress and stressors. As stress is number one enemy of modern life, this paper would help students to acquire the ability to perceive stress in life situations and learn the best ways to de-stress themselves. The knowledge and skills of Yoga will help them to balance the energies of the body and the mind and help them to lead a healthy and peaceful life. From the organisational perspective, students will learn about stress at work place and in life and learn the ways to de-stress themselves and be able to achieve a sense of work life balance. This course would give a good exposure to the many therapeutic parts like practice of Yoga, Pranayama, aerobics, bio-feedback, meditation, acupressure, progressive relaxation, etc.

#### **V. PATTERN OF QUESTION PAPERS:**

##### **Theory Papers: END SEMESTER EXAMINATION (ESE)**

Section A - 2 Marks X 10 (out of 12 Questions) = 20 Marks  
Section B - 5 Marks X 04 (out of 06 Questions) = 20Marks  
Section C - 10 Marks X 04 (out of 06 Questions) = 40 Marks  
Section D - 20 Marks (1Compulsory case study) = 20 marks

##### **Practical Papers: END SEMESTER EXAMINATION (ESE)**

Section A - 2 Marks X 10 (out of 12 Questions) = 20 Marks  
Section B - 5 Marks X 04 (out of 06 Questions) = 20Marks  
Section C - 10 Marks X 04 (out of 06 Questions) = 40 Marks  
Section D - 20 Marks (1Compulsory case study) = 20 marks

## MBA PROGRAMME MATRIX

### SEMESTER-I

Course Code	Course (Each course 60 Hrs)	Teaching Hrs/week	ESE	CIA	Total Marks	Total Credits
MBA-1.1	Organizational Behaviour & Management Process	4	70	30	100	4
MBA-1.2	Economics for Managers	4	70	30	100	4
MBA-1.3	Accounting for Managers	4	70	30	100	4
MBA-1.4	Quantitative Techniques for Managerial Decisions	4	70	30	100	4
MBA-1.5	Business Law	4	70	30	100	4
MBA-1.6	Managerial Communication	4	70	30	100	4
MBA-1.7	Innovation Management <b>Soft Core (45 Hrs)</b>	3	70	30	100	2
	<b>Total</b>	<b>27</b>	<b>490</b>	<b>210</b>	<b>700</b>	<b>26</b>

### SEMESTER-II

Course Code	Course (Each course 60 Hrs)	Teaching Hrs/week	ESE	CIA	Total Marks	Total Credits
MBA-2.1	Global Environment for Business	4	70	30	100	4
MBA-2.2	Marketing for Customer Experience	4	70	30	100	4
MBA-2.3	Financial Management	4	70	30	100	4
MBA-2.4	Production and Operations Management	4	70	30	100	4
MBA-2.5	Human Resource Management	4	70	30	100	4
MBA-2.6	Managerial Research methods	4	70	30	100	4
MBA-2.7	Wellness Strategies for Managers (OR)		70	30	100	2
MBA-2.8	Corporate Governance, Risk Management and Ethics <b>Soft Core (45 Hrs)</b>	3	70	30	100	2
	<b>Total</b>	<b>27</b>	<b>490</b>	<b>210</b>	<b>700</b>	<b>26</b>

**SEMESTER III: 2 Regular courses + 4 Electives (2 HR & 2 Finance / 2 HR & 2 Marketing / 2 Finance & 2 Marketing) and OPEN ELECTIVES.**

<b>Course Code</b>	<b>Course (Each course 60 Hrs)</b>	<b>Teaching Hrs/week</b>	<b>ESE</b>	<b>CIA</b>	<b>Total Marks</b>	<b>Total Credits</b>
MBA-3.1	Artificial Intelligence for Managers	4	70	30	100	4
MBA-3.2	Business Analytics	4	70	30	100	4
MBA-3.3	<b>Electives : Finance</b>	4 (per course)	70 (per course)	30 (per course)	100 (per course)	4 (per course)
MBA-3.4	<b>Elective : Marketing</b>	4 (per course)	70 (per course)	30 (per course)	100 (per course)	4 (per course)
MBA-3.5	<b>Elective :Human Resources</b>	4 (per course)	70 (per course)	30 (per course)	100 (per course)	4 (per course)
MBA-3.6	Summer Internship** Project Report Viva Voce		100 100		100 100	8
MBA-3.7	<b>OPEN ELECTIVE*</b>	4 (per course)	70 (per course)	30 (per course)	100 (per course)	4 (per course)
	<b>Total</b>	<b>28</b>	<b>690</b>	<b>210</b>	<b>900</b>	<b>36</b>

**\*OPEN ELECTIVES (MBA-3.7)**

- (MBA-3.7.1) Life style Management
- (MBA-3.7.2) Social Media Marketing

**\*Summer Internship Program is of 6 weeks in an organization of repute in India or abroad.**

**SEMESTER IV: Regular courses + 4 Electives (2 HR & 2 Finance / 2 HR & 2 Marketing / 2 Finance & 2 Marketing)**

<b>Course Code</b>	<b>Course (Each course 60 Hrs)</b>	<b>Teaching Hrs/week</b>	<b>ESE</b>	<b>CIA</b>	<b>Total Marks</b>	<b>Total Credits</b>
MBA-4.1	Business Policy and Strategic Management	4	70	30	100	4
MBA-4.2	Entrepreneurship Development	4	70	30	100	4
MBA-4.3	<b>Elective : Finance</b>	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
MBA-4.4	<b>Elective : Marketing</b>	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
MBA-4.5	<b>Elective : HRM</b>	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
	<b>Total</b>	<b>24</b>	<b>420</b>	<b>180</b>	<b>600</b>	<b>24</b>

<b>Semester</b>	<b>Total Marks</b>	<b>Total Credits</b>
I	700	26
II	700	26
III	900	36
IV	600	24
<b>Grand Total</b>	<b>2900</b>	<b>112</b>

**ELECTIVES:**

**Financial Management**

MBA (E-FM-1)	Advanced Financial Management
MBA (E-FM-2)	Security Analysis and portfolio Management
MBA (E-FM-3)	Risk Management
MBA (E-FM-4)	Merchant Banking and Financial Services
MBA (E-FM-5)	Project Appraisal, Planning and Control
MBA (E-FM-6)	International Financial Management
MBA (E-FM-7)	Mergers, Acquisitions and corporate restructuring
MBA (E-FM-8)	Taxation
MBA (E-FM-9)	Commodity Derivatives

### **Marketing Management**

MBA (E-MM-1)	Business Marketing
MBA (E-MM-2)	Sales & Retail management
MBA (E-MM-3)	Consumer Behaviour
MBA (E-MM-4)	Services Marketing
MBA (E-MM-5)	Rural Marketing
MBA (E-MM-6)	Strategic Brand Management
MBA (E-MM-7)	Integrated Marketing Communications
MBA (E-MM-8)	International Marketing Management
MBA (E-MM-9)	E-Marketing
MBA (E-MM-10)	Social Media Marketing
MBA (E-MM-11)	Global Marketing

### **Human Resource Management**

MBA (E-HRM-1)	Organizations: Structure, Process & Design
MBA (E-HRM-2)	Legal Environment for Industrial Relations
MBA (E-HRM -3)	Management of Organizational Behaviour & Developing Competencies
MBA (E-HRM -4)	Personal Growth & Interpersonal Effectiveness
MBA (E-HRM -5)	International Human Resource Management
MBA (E-HRM -6)	Team Development & Leadership
MBA (E-HRM -7)	Organisational Development
MBA (E-HRM -8)	Knowledge Management
MBA (E-HRM -9)	Compensation Management and Benefits administration
MBA (E-HRM-10)	Talent acquisition and Development

MBA 1.7 (SC-I)	Innovation Management
MBA 2.7 (SC-II)	Wellness strategies for managers
MBA 3.7(OE-I)	Life Style Management
MBA 3.7(OE-II)	Social Media Marketing

## SEMESTER-I

### MBA -1.1 ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT PROCESS

**Total hours 60**

#### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts, principles and theories to develop insight into behavioural aspects of individuals working in an organisation.

#### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Differentiate various job-related attitudes
- Apply the concept of personality, attitude, motivation in workplace
- Design motivational techniques to improve individual, group and organizational effectiveness
- Ability to work in dynamic teams
- Demonstrate critical thinking when presented with managerial problems

#### **UNIT I**

**5 Hrs**

**INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:** Organizational Behaviour concept and significance, Disciplines that Contribute to the OB Field, Challenges and Opportunities for OB, RUPT, Developing an OB Model-OB Modification.

#### **UNIT II**

**12 Hrs**

**PERSONALITY AND VALUES:** Personality Theories and Determinants, Personality Traits Relevant to OB, the Importance of Values, Terminal versus Instrumental Values, Generational Values, Linking an Individual's Personality and Values to the Workplace.

**ATTITUDES AND JOB SATISFACTION:** Main Components of Attitudes, Relationship between Behaviour and Attitude, Major Job Attitudes. Measuring Job Satisfaction, Drivers of Job Satisfaction, Impact of Satisfied and Dissatisfied Employees on the Workplace.

#### **UNIT III**

**18 Hrs**

**MOTIVATION CONCEPTS AND APPLICATION:** Motivation Theories – (Maslow's Hierarchy of Needs, Theory X and Theory Y, Herzberg's Motivation Hygiene Theory, McClelland's Theory of Needs, Goal-Setting Theory, Self Efficacy Theory, Reinforcement Theory, Equity Theory, Expectancy Theory), Integrating Contemporary Theories of Motivation. Motivational Tools- (Incentives, Job design, Goal setting (MBO), Employee Recognition



Programs, Employee Involvement Programs, Variable Pay Programs, Skill Based Pay Plans, Flexible Benefit), Issues in Motivation.

#### **UNIT IV**

**15 Hrs**

**BASIC APPROACHES AND CONTEMPORARY ISSUES IN LEADERSHIP:** Define Leadership, Trait Theories, Behavioural Theories, Contingency Theories, Leader-Member Exchange Authentic Leadership: Ethics and Trust are the Foundation of Leadership, Contemporary leadership Roles, Challenges to the leadership Construct, Finding and Creating Effective leaders

**FOUNDATION OF GROUP BEHAVIOR:** Defining and classifying Groups, Stages of Group Development, and Group Properties: Roles, Norms, Status, Size and Cohesiveness, Group Decision Making.

**WORK STRESS:** Cause and Sources of Stress, Consequences of Stress, Individual Differences, How to Manage Stress-Work Environment, How to be happy in workplace environment.

#### **UNIT V**

**10 Hrs**

**MANAGEMENT:** Concept and nature of Management, Management Functions, Process, Management Roles, and Management Skills. Planning - Importance of Planning, Process of Planning, Planning Issues. Organising - Staffing and Directing.

**DECISION MAKING:** The manager as a decision maker (Making decision-rationality, bounded rationality and intuition), Decision making Process.

#### **CASE STUDIES**

#### **CORE TEXT**

1. Organisational Behaviour – K Aswathappa.
2. Organization behaviour, Stephen P Robbins, Pearson.

#### **REFERENCE BOOKS**

1. Work in the 21<sup>st</sup> Century, Frank Landy and Jeffrey Conte.
2. Fundamentals of Organisational Behaviour, Carrell M.R, Tennings D.F. and Heavrin C, Prentice Hall International, Inc.
3. Organisation Theory and Behaviour, Singh BP and Chhabra T.N.
4. Human Behaviour at work, Davis K., Tata McGraw Hill
5. The Principles of Organizational Behavior, Edwin Locke
6. Organizational Behaviour: Buchanan and Huczynski, 10th edition Pearson Publication

## **MBA-1.2 ECONOMICS FOR MANAGERS**

**Total hours 60**

### **COURSE OBJECTIVE:**

To empower efficient decision making through awareness of economic theories, principles, relevant tools and techniques

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Have an extensive exposure to macro and micro economic perspectives
- Get a clear vision on the relevance of economic principles to decision making
- Learn smart idea of future market analysis to manage consumer equilibrium
- Get a clear idea of cost perspective for an entrepreneurial base
- Have an understanding of the aggregate economics concept

### **UNIT 1**

**8 Hrs**

#### **INTRODUCTION TO MANAGERIAL ECONOMICS**

Introduction to Economics, Kinds of Economic Decisions, Significance and applicability of Managerial Economics in decision making, Role and responsibilities of Managerial Economics, Economic principles relevant to managerial decision making, Opportunity cost, Production possibility curve, Concept of increments and Margin, Discounting principle, Theory of firm.

### **UNIT II**

**12 Hrs**

#### **DEMAND ANALYSIS AND CONSUMER BEHAVIOR**

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making, demand forecasting, Techniques of Demand forecasting, Consumers Equilibrium, Cardinal utility approach, Indifference curve approach, Theory of revealed preference, Consumer surplus.

### **UNIT III**

**10 Hrs**

#### **THEORY OF PRODUCTION AND ANALYSIS OF COST**

Laws of variable proportions and Return to scale, Economies of scale, Isoquants and Isocost, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Kind of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control.

## **UNIT IV**

**10 Hrs**

### **DETERMINATION OF PRICE AND OUTPUT**

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, pricing methods. Game theory- basics.

## **UNIT V**

**20 Hrs**

### **MACROECONOMIC ANALYSIS AND POLICY**

National Income: Concept and measurement, Circular flow of economic activities, Keynesian analysis: consumption function, investment function, multiplier, relevance of Keynesian economics in underdeveloped countries, business cycle, money supply and Inflation. Demonetization and its impact. Role of government in economics. Break Even Point, Analysis (cost and revenues).

**Case studies to testify the complexity of economic theory as applicable to real life and to provide enhanced insight to comprehend the economics concepts illustrated in each chapter.**

### **CORE TEXT**

1. Dwivedi D.N, “Managerial Economics”, Vikas Publication
2. PindyckRubinfeld& Mehta, “Micro Economics”, Pearson

### **REFERENCES BOOKS**

1. RitikaSinha: Managerial Economics, SBPD Publishing House
2. Damodaran Suma: Managerial Economics, Oxford University Press
3. Petersen Lewis & Jain: Managerial Economics, Pearson
4. Paul A Samuelson and William D Nordhaus: Economics, McGraw Hill
5. Geethika, Ghosh&Choudary: Managerial Economics, McGraw Hill

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## MBA – 1.3: ACCOUNTING FOR MANAGERS

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts, principles and the role of various accounting in business so as to make them skilled enough to analyse and interpret the financial health of an organization and use the same for fact-based decision making.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Understand the fundamentals of financial accounting, the principles and concepts underlying them
- Understand the financial statements and the items appearing therein
- Assess the flow of cash in the business through cash flow statement
- Understand the classification of cost and preparation of cost sheet
- Learn the preparation of different types of budgets

### **UNIT I**

**20 Hrs**

**FUNDAMENTALS OF ACCOUNTING:** Introduction to Financial & Management Accounting - Accounting Process – An Overview - Books of Original Record - Ledger and Trial Balance - Accounting Concepts - Preparation of Simple Final Accounts - Final Accounts with Adjustments

### **UNIT II**

**10 Hrs**

**FINANCIAL STATEMENTS AND ANALYSIS:** Understanding Financial Statements - Analysis of Financial Statements –Common size income statement, Common size Balance Sheet, Comparative Income statement, Comparative Balance Sheet, Trend Analysis, schedules, annexures and notes.

### **UNIT III**

**10 Hrs**

**CASH FLOW STATEMENT:** Meaning and Classification of cash flows – Operating activities, investing activities and Financing activities, Format of CFS, uses, Significance, Preparation of CFS as per accounting standards (AS-3), problems.

### **UNIT IV**

**10 Hrs**

**COST CONCEPTS:** Basic Concepts - Classification of Costs - Elements of Cost and Cost Sheet - Ascertainment and Allocation of Cost (material, labor & overheads)

## **UNIT V**

**10 Hrs**

**ACCOUNTING FOR PLANNING AND CONTROL:** Budgeting and Budgetary Control – meaning, essentials, classification, types, merits, limitations, preparation of flexible budget and cash budget Standard Costing-Meaning, merits and limitations of standard costing. Analysis of variances – direct material, direct labor, overheads (simple problems) Marginal costing – meaning –cost volume profit analysis (simple problems). Strategic cost management (theory only)

### **CORE TEXT**

1. Accounting for Managers, S.P. Jain, K.L. Narang, Simmi Agrawal, Kalyani Publishers
2. Financial and Management Accounting, S.N. Maheshwari, Sultan Chand & Sons

### **REFERENCE BOOKS**

1. Accounting For Management, Jawahar Lal, Himalaya Publishing House
2. Essentials Of Managerial Accounting, Jawahar Lal, Himalaya Publishing House
3. Management Accounting, M.Y.Khan & P.K. Jain, Tata McGraw Hill
4. Financial Accounting for Management : Text & Cases, Bhattacharya & Dearden, Vikas publishing house
5. Management accounting, Sharma and Shashi Gupta, Kalyani Publications

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## **MBA-1.4 QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS**

**Total hours 60**

### **COURSE OBJECTIVE:**

To offer statistical literacy to aid managerial decision making through data analytical techniques

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Have a knowledge on calculative probabilities for decision making in business environment
- Get awareness of research-oriented data analysis
- Get an idea of simulation to assist decision making
- Get smart exposure towards data analysis
- Gain in-depth knowledge on various statistical techniques

### **UNIT I**

**5 Hrs**

**INTRODUCTION TO STATISTICS:** Statistics – Definition and scope, Types of variables, organizing data - Descriptive Measures and its inference.

### **UNIT II**

**10 Hrs**

**PROBABILITY:** Concept of probability and its uses in business decision-making; Addition and multiplication theorems, Bayes ‘Theorem and its applications.

### **UNIT III**

**20 Hrs**

**STATISTICAL TECHNIQUES:** Formulation of Hypotheses. Parametric tests: Z-test, T-test, F-test, testing ANOVA one and two way.

Non Parametric tests: Chi-square tests for independence of attributes and goodness of fit, Sign test for paired data, Rank sum test Kolmogorov-Smirnov, Test for goodness of fit, comparing two populations Mann – Whitney U test and Kruskal Wallis test, One sample run test, rank correlation.

### **UNIT IV**

**10 Hrs**

**DECISION THEORY:** Decision making under risk (EMV criteria) and Decision making under uncertainty. Simulation: Basic concepts, procedures and application, Monte Carlo simulation using Random numbers.

Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines

## **UNIT V**

**15 Hrs**

**LINEAR PROGRAMMING:** Optimization concept, Different types of models, Linear programming problem, Formulation, Product allocation, Blending and diet problems, Graphical solution.

Transportation: Importance, terminologies used, different methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.

Assignment: Importance and characteristics of assignment problem, methods-minimization, maximization, balanced, unbalanced, prohibited and travelling salesman and crew assignment problems.

## **CORE TEXT**

1. An introduction to Management Science: Quantitative approaches to Decision making, Anderson Sweeney Williams, South –Western, 2005
2. Operations Research, S.D Sharma, Kedarnath Ramnath and Co, Meerut
3. T N Srivastava, ShailajaRego, Statistics for Management, Tata McGrawhill, Latest edition.
4. S P Gupta, Statistical Methods, Sultan Chand & Sons, Latest edn.
5. Glynn Davis and BrankoPecar, Business Statistics using Excel. Oxford University press, 2010 J. K. Sharma, Fundamentals of Business Statistics, 2nd Edition, Vikas Publication, 2014.
6. N.D. Vohra, “Quantitative techniques in management”, Tata McGraw-Hill Publications, 4th Edition. (2012)

## **REFERENCE BOOKS**

1. An Introduction to Operations Research, Hamdy A Taha, Prentice Hall, 7<sup>th</sup> Edition
2. Introduction to Operations research, Kothari CR, Vikas, 3<sup>rd</sup> Edition
3. OR S.P Gupta, Sultan Chand Publications
4. P.C Tulsian and Vishal Pandey quantitative techniques. Pearson Practice series. Low price Edition. (2012)
5. J.K.Sharma, Quantitative methods and operation research, Excel publication, 2012

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## **MBA–1.5 BUSINESS LAW**

**Total hours 60**

### **COURSE OBJECTIVE**

This course aims to provide the practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

### **COURSE LEARNING OUTCOMES**

On having completed this course students should be able to:

- Identify and describe legal issues in business situations involving consumers, employees, shareholders, and other businesses.
- Understand practical steps in structuring business transactions to avoid legal problems.
- Know when an attorney at law is needed on structuring and/or enforcing a business transaction.
- Get an understanding of negotiable instruments and consumer rights in the changing business scenario
- Go ahead with the process of IPR and to get an understanding about the cyber laws to tackle the present business situations in the market.

### **UNIT I**

**04 Hrs**

**INTRODUCTION TO BUSINESS LAW:** Meaning and nature of law- classification of law, public and private law, criminal and civil law, substantive and procedure law, international and municipal law, public and private international law, - different sources, characteristics of law purpose of law- sources of business law

### **UNIT II**

**14 Hrs**

**LAW OF CONTRACT ACT:** General Principles of Contract, Classification of agreement, Related party transactions, Essential elements of valid contract, offer acceptance – relevant cases capacity to contract, Consideration, Free Consent, legality of object, Quasi contract, Wagers, Performance, Breach, Remedy for breach – case laws

**SALE OF GOODS ACT 1930:** Preliminary contract of sale, formation of contract, conditions and warranties, effect of the contract.

### **UNIT III**

**18 Hrs**

**COMPANIES ACT 2013:** Introduction to Companies Act, 2013, **Types of Companies:** One Person Companies (OPC): Concept & its applicability, features of the OPC, Advantages and



disadvantages of OPC. National Company Law Tribunal, Constitution of NCLT.

**Small Company:** Definition, applicability and advantages of the provisions to the business

**Dormant Company:** Definition, applicability and advantages of the provisions to the business.

**Class Action:** meaning and the provisions under the act **Fast track mergers:** The concept of mergers and the legal provisions, mergers and amalgamation of certain companies under section 233 of the act for speedy disposal of merger petitions,

**Specific provisions pertaining to the duties, power & responsibilities of Directors,** Definition and provisions for appointment of Directors, classes of Directors, Board composition, power, Duties and responsibilities as director, **Independent Directors (including the mode of appointment and their tenure) and code of conduct for independent directors:** Criteria for appointing the Independent Director, role of Independent Director in Corporate Governance as provided under schedule IV. **Women Directors:** Class of companies requiring appointment of women directors, Penal provision for not appointing women director, **Key Managerial Persons:** Definition, legal provisions for appointing KMP, role of KMP in Corporate Governance, signing of certain documents by KMP. **Corporate Sustainability:** Concept. Social Auditing

#### UNIT IV

12 Hrs

**NEGOTIABLE INSTRUMENTS ACT 1981:** Nature of Negotiable Instruments and negotiation, , Characteristics of negotiable instruments Parties to Negotiable Instrument, Drawer, Drawee, Drawee in case of need, acceptor, payee, Indorser, Indorsee, Holder, Holder in due course, Rights and Privileges of a holder in due course, payment in due course and crossed cheques.

**CONSUMER PROTECTION ACT 2019:** Consumer Rights, Redressal of Consumer Grievances, Monopolistic, Unfair and Restrictive Trade Practice.

#### UNIT V

12 Hrs

**INTELLECTUAL PROPERTY ACT AND CYBER LAWS:** acquisition and ownership- of trademarks, copyrights, design and patents, Information Technology Act of 2000. Definitions under the Act b) Digital signature c) Electronic governance d) Attribution, acknowledgement and dispatch of electronic records e) Regulation of certifying authorities f) Digital signatures certificates g) Duties of subscribers h) Penalties and adjudication i) Appellate Tribunal j) Offences

Cyber Laws: Computers and its Impact in Society , Overview of Computer and Web Technology, Need for Cyber Law , Cyber Jurisprudence at Indian Level, Cyber Crimes and Legal framework.

**CORE TEXT**

1. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand, 1999
2. Business Law for Management, Saravanel&Sumathi, Vikas Publishing House  
Bengara
3. Business Law by S.S Gulshan
4. Handbook of Cyber Laws, Vakul Sharma, Macmillan India Ltd.
5. Cyber Law and Cyber Crimes Simplified, Adv Prashant Mali

**RECOMMENDED BOOKS**

1. Principles of business law and Management, Manmohan Prasad, HPH, 2001
2. Student Guide to Mercantile & Commercial Law, RoshiniAgarawal, Taxmann, 2004.
3. Introduction to Information Security and Cyber Laws, Surya Prakash
4. Cyber Security Understanding Cyber Crimes, Computer Forensics & Legal Perspective,  
Nina Godbole, Wiley

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## MBA – 1.6 MANAGERIAL COMMUNICATION

**Total hours 60**

### **COURSE OBJECTIVE:**

To provide efficient and effective communication skills to sustain and survive in the global business arena

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Understand about the barriers of communication
- Elaborate idea on the impact verbal and non-verbal
- Have a basic idea of eloquent conversation at interview and over telephone
- Get an exposure to write courteous emails
- Establish knowledge of writing mails and reports

### **UNIT I**

**12 Hrs**

**MANAGERIAL COMMUNICATION:** Purpose and functions; Importance, Principles of Effective Communication (7C's of Effective Communication), Forms of business communication, (Formal and Informal: Internal and External; Vertical and Horizontal; Verbal and Non Verbal; Oral and Written. Objectives of Upward, Downward and Horizontal Communication), Process of communication.

### **UNIT II**

**14 Hrs**

**BARRIERS TO COMMUNICATION:** Physical, Socio-psychological, Cross-cultural, How to overcome barriers. Nonverbal Communication; Types of nonverbal communication: Body language- Space - Time – Paralanguage. Oral Communication: Listening, Conducting and Participating in Meetings, Using the Telephone, Presentations: The structure of the Presentation Method, Audience Analysis, Appearance and Physical Actions, Use of Voice, Use of Visuals. Handling a job Interview.

### **UNIT III**

**14 Hrs**

**WRITTEN COMMUNICATION:** The Writing Process (planning, gathering the information needed, analyzing and organizing the information, Writing, Rewriting, editing and polishing). Principles of effective written communication; Structure and layout of Business letters. Writing messages during Good News and Neutral Situations: Routine inquiries, Favorable responses,

Adjustment grants, Order acknowledgments, Claims. Writing Bad-News Messages: Refused requests, Refused Adjustments, Credit Refusals.

#### **UNIT IV**

**10 Hrs**

**WRITING PERSUASIVE REQUESTS AND SALES MESSAGES:** Sales Letters and emails, Preparing Job Application Documents (in letter as well as in email format), Resume building, The cover message, Follow-up message, Thank- you message, Job acceptance message, Job refusal message, Job resignation message. Writing Memorandums, Minutes of Meetings. Structure to solve a Case Study. Use of AI in writing messages.

#### **UNIT V**

**10 Hrs**

**SOCIAL MEDIA COMMUNICATION:** Introduction to social media communication, meme making, video making and social media participation. Impact and effectiveness of social platforms in personal and professional communication networking, personal branding in social media.

#### **CORE TEXT**

1. Business communication, Lesikar and Flatley, McGraw-Hill Publishing, eleventh Edition

#### **REFERENCE BOOKS**

1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education, 2008
2. Business Communication : Making Connections in a digital world, 2009
3. Essentials of Business Communication, Rajendra Pal and Korlahalli J.S, Sultan Chand and Sons, 2011
4. Business Communication Process and Product, Mary Ellen Guffey, Thomson South Western, 9th edition,2018
5. Managerial Communication Strategies and Application, Seventh edition, Geraldine E Heynes, Jennifer R Veltsos, Sage Publication, 2019

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## **MBA -1.7 INNOVATION MANAGEMENT (Soft core)**

**Total hours 45**

### **COURSE OBJECTIVE:**

This course aims to provide students with basic concepts and awareness in technological innovation and an understanding of the challenges and opportunities and an integrated approach to tackling the complex concepts in and knowledge about technological innovation in relation to technological development.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Identify the importance of technological development and innovation for economic growth and increased competitiveness on a firm level.
- Evaluate and critically discuss a firm's need to have a strategic and integrated approach to be able to successfully manage innovation and technical development.
- Analyze complex innovation processes in firms both internally and externally. This incorporates for instance basic knowledge about partnerships, alliances, research and development, commercialization and industrial marketing.
- Understand the risk factors associated with innovation
- Identify the new concepts of innovation which is now need of the hour.

### **UNIT I**

**8 Hrs**

**EXPLORING INNOVATIONS:** Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions, and barriers to innovations, Innovation sources, i.e. science and R&D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market.

### **UNIT II**

**8 Hrs**

**APPLICATION OF INNOVATION:** Organizational aspects of innovation, Soft methods and techniques of innovation, management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing.

### **UNIT III**

**8 Hrs**

**EVALUATION OF INNOVATION:** Effectiveness evaluation, integration of risks factors

influencing economic effectiveness. Post implementation analysis of innovation projects.

#### **UNIT IV**

**8 Hrs**

**INNOVATION IN REALITY:** Introduction to design thinking, Mindset, lateral thinking, out of box approach, creativity, innovation for problem solving.

#### **UNIT V**

**5 Hrs**

**UNDERSTANDING DESIGN THINKING:** Shared model in team-based design – Theory and practice in Design thinking – Explore presentation signers across globe – MVP or Prototyping.

#### **CASE STUDIES**

**8 Hrs**

Harvard case studies have to be refereed. Incubation center may be established for better understanding. Collaborated conferences /seminars /workshops /competitions to be conducted with other institutions.

#### **CORE TEXT**

1. CK Prahalad and MK Krishnan: The new age of innovation, McGraw Hill.
2. Paul Traut: Innovation Management and New product Development, Pearson.
3. Khandwalla: Corporate Creativity, McGraw hill.
4. Mauborgne, René, Blue Ocean Strategy, Boston, Harvard Business School Press, 2005.

#### **REFERENCE BOOKS**

1. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, Jossey-Bass 2008.
2. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012.

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## **SEMESTER-II**

### **MBA – 2.1 GLOBAL ENVIRONMENT FOR BUSINESS**

**Total hours 60**

#### **COURSE OBJECTIVE:**

To create awareness of the unique concepts & principles that fosters and governs global business operations.

#### **COURSE LEARNING OUTCOMES:**

On having completed this course student should have:

- Awareness towards the external environment factors that impact global business
- Enhanced knowledge towards the evaluating factors for strategic sustenance of global business firms
- An exposure towards the benefits of regional trade integrations and government intervention in international trade
- A basic idea on global trade formalities and forex
- A limited idea on global supply chain strategies

#### **UNIT I**

**12 Hrs**

**GLOBAL ENVIRONMENT FOR BUSINESS: An Overview:** Global business, Modes of International Business, External Influences on global business, Evolution of internationalization process, Countervailing forces. Globalization of market, production, R &D, and finance.

**Factors In The Global Environment** - The cultural environments facing business. The Political and Legal Environments Facing Business., The technological environment (in brief).

**The Economic Environment:** An Economic Description of Countries, Key macroeconomic issues affecting business strategy, Transition to a market economy.

#### **UNIT II**

**12 Hrs**

**GLOBAL TRADE THEORIES, GOVERNMENT INTERVENTION, AND REGIONAL ECONOMIC INTEGRATION:**

**Trade Theories** - Mercantilism, Absolute advantage, Natural advantage, Acquired advantage, Comparative advantage, Theory of country size, Factor proportion, The PLC trade theory, Porter Diamond theory.

**Government Influence on Trade:** Conflicting Results of Trade Policies, Rationales for Government Intervention, Instruments of Trade Control.

**Regional Economic Integration:** The World Trade Organization (WTO), Its Implications on India— Regional Trade Blocks, Integration between countries, levels of integration and impact of integration. **Cooperative Agreements:** European Union, ASEAN, NAFTA, MERCOSUR, APEC, SAARC.

### **UNIT III**

**10 Hrs**

#### **FOREIGN DIRECT INVESTMENT, THE GLOBAL FOREIGN EXCHANGE MARKET:**

**Factor Mobility and Foreign Direct Investment:** Factor Mobility Theory, Foreign Direct Investment and Control, Companies' Motives for FDI, Resources, and Methods for Making FDI.

**The Global Foreign Exchange Market:** IMF and World Bank, Major Characteristics of the Foreign-Exchange Market, Major Foreign-Exchange Instruments.

### **UNIT IV**

**18 Hrs**

#### **STRATEGY OF INTERNATIONAL BUSINESS, COUNTRY EVALUATION, AND SELECTION, COLLABORATIVE STRATEGIES:**

**Role Of Strategy In International Business:** Five-force model, Firm as value chain, using the value chain, Global Integration vs. Local responsiveness. Types of strategies. Country Evaluation and Selection: Choosing Marketing and Production Sites, and Geographic Strategy, Allocating Among Locations, Making Final Country Selections.

**Collaborative Strategies:** Motives for Collaborative Arrangements, Types of Collaborative Arrangements, Problems of Collaborative Arrangements, Managing Foreign Arrangement.

### **UNIT V**

**8 Hrs**

#### **EXPORT, IMPORT STRATEGIES, GLOBAL MANUFACTURING, AND SUPPLY CHAIN MANAGEMENT:**

**Export and Import Strategies:** Export Strategy, Import Strategy, Third-Party Intermediaries, Export Financing, Countertrade. Transfer pricing, influence by international bodies. Global

**Manufacturing and Supply Chain Management:** Global Manufacturing Strategies, Global Supply Chain Management, Quality.

**CASE STUDIES-** (Case of India- Atmanirbhar)

### **CORE TEXT**

1. International Business Environments and Operations, John D. Daniels, Lee Radebaugh, Daniel P. Sullivan, Pearson Education, 10<sup>th</sup> edition , 2012

### **REFERENCE BOOKS**



1. International Business, OdedShenkarYadong Luo, John Wiley & Co., 3<sup>rd</sup> edition, 2015
2. International Business Text and Cases, Francis Cherunilam, PHI , 5th edition, 2010
3. Global Business Today, Charles W.L. Hill, Tata McGraw Hill, 7<sup>th</sup> edition, 2011
4. International Business: An integrated approach, Wild J. John, Wild L. Keneth and Han C. Y. Jerry, Prentice Hall International, 2<sup>nd</sup> edition, 2002.
5. International Business, Alan M. Rugman and Richard M.Hodgett, Pearson Education, 4<sup>th</sup> edition, 2006

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## **MBA – 2.2 MARKETING FOR CUSTOMER EXPERIENCE**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enable and familiarize the student to understand the impact of changing global, political, economic, competitive, environmental, cultural and social systems on marketing strategy development.

### **COURSE LEARNING OUTCOME:**

On having completed this course students should be able to:

- Understand an overview of marketing management in the 21<sup>st</sup> century

- Understand the various concepts of marketing and its applicability in the real world scenario
- Identify the importance of Segmenting, Targeting, Positioning, its analysis and how it helps an organization makes strategic decisions.
- Understand the concept of Product Life Cycle and new product development and how it has facilitated the success or failure of an organization.
- Evaluate the need of marketing efforts and how it helps the organization for revenue generation and maximization of profits.

#### **UNIT I**

**12 Hrs**

**MARKETING AND ITS CORE CONCEPTS:** Needs, Wants, and Demands, exchange, relationship and network, competition. Marketing Tasks, Marketing Concepts and Tools  
Different philosophies of marketing management /Company Orientations toward the Market Place.

**THE DIGITAL MARKETING ENVIRONMENT:** Macro and Micro environment, recent trends, New Digital Direct Marketing Technologies, Online Marketing: Marketing on the Internet; Online Marketing domains; The Promise & Challenges of Online Marketing

#### **UNIT II**

**12 Hrs**

**MARKET SEGMENTATION:** Levels of Market Segmentation, Segmenting Consumer Markets; Segmenting Business Markets;

**MARKET TARGETING:** Requirements for Effective Segmentation, Evaluating Market Segments; Selecting Target Market Segments.

**DIFFERENTIATION & POSITIONING:** Developing and communicating a Positioning Strategy, Differentiation Strategies.

#### **UNIT III**

**12 Hrs**

**PRODUCT:** The Product and the Product Mix, Product Line Decisions.

**CREATING BRAND EQUITY AND PACKAGING DECISIONS:** Define Brand, Brand Equity, Building Brand Equity, Measuring Brand Equity, Managing Brand Equity, Devising a branding strategy, Customer Equity. Packaging, Labelling, warranties and Guarantees.

#### **UNIT IV**

**14 Hrs**

**PRODUCT LIFE CYCLE (PLC) AND RELATED STRATEGIES:** Product Life Cycle, Marketing Strategies, PLC Concepts.

**NEW PRODUCT DEVELOPMENT:** Challenges in New Product Development, Managing the Development Process, The Consumer Adoption Process.

**PRICING:** Setting the Pricing, Adapting the Price, Initiating and Responding to Price Changes.

## **UNIT V**

**10 Hrs**

### **MARKETING CHANNELS & INTEGRATED MARKETING COMMUNICATION:**

Nature & Importance of Marketing Channels, Number of Channel Levels Channel Behavior & Organization: Channel Behavior; Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Distribution Systems

**INTEGRATED MARKETING COMMUNICATION:** Introduction to Advertising, Public Relations, Personal Selling & Sales Promotion ,Growth & Benefits of Direct Marketing: Benefits to Buyers; Benefits to Sellers, Forms of Direct Marketing: Direct-Mail Marketing; Catalog Marketing; Telephone Marketing; Direct Response Television Marketing; Kiosk Marketing, Socially Responsible Marketing , The future of Marketing, AI in marketing.

### **CORE TEXT**

1. Marketing Management, Kotler, South Asian Perspective 13 the Edition, Pearson

### **REFERENCE BOOKS**

1. Marketing Management – Dr. K Kurunakaran , Himalaya Publishing house
2. Marketing Management – Planning, Implementation & Control – Global Perspective, V S Ramaswamy& S Namakumari, 3rd edition, Macmillan India Ltd
3. Fundamentals Marketing (TMH), Stanton &Futrell, 8th Edition, 1987.
4. Digital Marketing – Suplab K Podder , Arijit Roy & Priya Vinod , Himalaya Publishing House

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## **MBA -2.3: FINANCIAL MANAGEMENT**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course familiarize students with the financial concepts, techniques, tools and decision making in business enterprises. It focuses on capital structure decisions and capital budgeting.

### **COURSE LEARNING OUTCOME:**

On having completed this course students should be able to

- Introduce to the fundamentals of financial management
- Explain various techniques of evaluation of investment proposals
- Expose the students with the key decision areas of investment decision, dividend decision & financing decision
- Get insights into the corporate expansion and corporate failure
- Familiarize with cost of capital, leverages, capital structure and working capital management to support for managerial decisions.

### **UNIT I**

**20 Hrs**

**(A)NATURE AND SCOPE OF FINANCIAL MANAGEMENT:** Objectives of Corporate Financial decisions, Activities of Financial Management, Risk and Return trade – off, Basic

techniques of Financial Management – Time value of money, Cost of Capital: Cost of debt, Cost of preference shares, Cost of equity, weighted average cost of capital, Average and marginal cost of capital.

**(B)CAPITAL BUDGETING:** Techniques of Capital Budgeting. Risk Analysis in Capital Budgeting. Capital budgeting under the conditions of Capital rationing and inflationary conditions.

## **UNIT II**

**10 Hrs**

**WORKING CAPITAL DECISIONS:** Working capital policy- Size of current assets and financing of current assets. Management of cash and near –cash assets. Management of Receivables. Management of inventory. Short-term Finances.

## **UNIT III**

**14 Hrs**

**(A) FINANCING DECISIONS:** Capitalization and capital structure, theories of capital structure, Long term finance – shares and debentures, loan.

**(B)LEVERAGE:** Meaning, Types of leverages

**(C)DIVIDEND POLICY:** Relevance of Dividend Payment, Forms of dividend Payment. Dividend Policy in the Indian Corporate Sector.

## **UNIT IV**

**8 Hrs**

**FINANCIAL ANALYSIS AND PLANNING:** Business segmentation, Financial Statements, Financial Ratio Analysis.

## **UNIT V**

**08 Hrs**

**FINANCIAL MARKETS:** Money Market- Meaning and definition of Money Market, characteristics of Indian Money Market, Constituents of Money Market, Role and Importance of Money Market. Capital Market- Meaning and definition of Capital Market, Characteristics of Indian Capital Market. Role and Importance of Capital Market. Working of Stock Exchanges Role and Functions of Stock Exchanges – NSE, BSE, OTCEI, NASDAQ, Role and Functions of Securities Exchange Board of India [SEBI].

## **CORE TEXT**

1. Financial Management: Text and Problems, M.Y. Khan & P.K. Jain, 2008
2. Essential of Financial Management, I.M. Pandey, 2010

## **REFERENCE BOOKS**

1. Financial Management, I.M. Pandey, 2014
2. Financial Management & Policy, V.K. Bhalla, 2010
3. Financial Management, P. Chandra, 2014
4. Financial Management, M.Y. Khan, 2015

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## **MBA-2.4: PRODUCTION AND OPERATIONS MANAGEMENT**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course familiarize the students with the concepts of production and operations management.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to

- Learn the basics of production management and the responsible factors.
- Apply the various types of production processes, the essentialities of a product such as its selection, various procedures, and its stocking.
- Facilitate the various activities relating to scheduling and measuring of production take place and how control can be obtained on both product and quality.
- Develop various models that deal with inventory, control, safety, and security management in the production process.
- Create supply and logistics, distribution networks, and their management.

### **UNIT I**

**7 Hrs**

**INTRODUCTION TO POM:** Nature and Scope of Production and operations Management, its relationship with other Systems in Organizations, Functions of Production and material management. Meaning of Productivity and different types of productivity like productivity in R&D, HR, Materials, Finance, Planning and Control in Mass Production, Types of production Systems. Forecasting as a planning tool, Forecasting types and methods. Introduction to project life cycle concept.

### **UNIT II**

**10 Hrs**

**FACILITY PLANNING:** Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities.

Facility layout planning: Layout and its objectives for manufacturing operations, principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes. Introduction to Lean operations and elimination of 7 wastes (Mudas)

### **UNIT III**

**10 Hrs**

**NETWORK ANALYSIS:** Phases, objectives, basic rules, PERT and CPM techniques, critical path and float analysis, probabilities in PERT analysis, project crashing problems.

**UNIT IV****17 Hrs**

**INVENTORY MANAGEMENT:** Concepts of inventory, types, Classification, selective inventory management, ABC, VED and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts. JIT.

**MATERIALS MANAGEMENT:** Role of Materials Management – materials and profitability, Purchase functions.

**GREEN MANUFACTURING:** Meaning, Eco friendly manufacturing with latest cases.

**UNIT V****16 Hrs**

**QUALITY MANAGEMENT:** Introduction; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheets, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control charts; computer aided design and manufacturing, Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application. Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, KAIZEN, Quality improvement and cost reduction – 7QC tools and 7 new QC tools, Introduction to the current ISO 9000 and QS 9000.

**CORE TEXT**

1. Mahadevan B, "Production and Operations Management", Pearson Education India, 2010
2. J.P Saxena, "Production and Operations Management", Tata McGraw-Hill Education Pvt Ltd

**REFERENCE BOOKS**

1. Modern Production/ Operations Management, Buffa and Sarin, Wiley Eastern (India) Ltd., 2007, 8th edition
2. Ajay K.Garg, "Production and Operations Management", Tata McGraw-Hill Education Pvt Ltd
3. Martand T. Telsang, "Production Management", S Chand & Company Pvt Ltd

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## **MBA – 2.5: HUMAN RESOURCE MANAGEMENT**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables the students with a thorough theoretical understanding of human resource management concepts and the ability to demonstrate people management skills in practice.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Demonstrate an understanding of the terms, concepts and practices in HRM

- Understand the changing landscape of HR
- Facilitate in-depth understanding of the significance and functions of HR department in an organization
- Enhance insights on working conditions and employee welfare measures
- Identify and appreciate the significance of the ethical issues in HR

## **UNIT I**

**12 Hrs**

**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (HRM):** Concept, definition, importance of HRM in VUCA World (Volatile, Uncertain, Complex and Ambiguous) Brief history on the evolution of HRM, HR models. Challenges of Human Resource Management, Human Resource Information System (HRIS) (concept only)

## **UNIT II**

**16 Hrs**

**TALENT ACQUISITION:** Meaning and importance of talent acquisition. Corporate objective and Human Resource Planning and HR accounting- Meaning – steps in human resource planning; Job analysis process- Job description, job specification – approaches to job design- job enlargement, job enrichment: job rotation.

Recruitment- advertising- internal and external sources- advantages and disadvantages; selecting human resources- selection process; Induction and socialization;

## **UNIT III**

**16 Hrs**

**HUMAN RESOURCE DEVELOPMENT:** Analysis of training needs, Employee training and development, the training program- implementing the training programme- non managerial and managerial training methods- evaluating the training program.

Job Evaluation- meaning- methods; determination of pay rates- steps- salary structure-pricing managerial jobs- skill based pay(concepts only)- broad banding (concept only); Wage policies and regulations; performance appraisal- purpose and process - methods – appraisal interviews.

## **UNIT IV**

**8 Hrs**

**INDUSTRIAL RELATIONS:** Industrial Relations- Nature and concept of IR – systems approach to Industrial Relations- factors; trade unions, industrial conflict- Strikes and Lockouts, impact – causes- need for dispute prevention and settlement- employee empowerment-retention (an outline)

## **UNIT V**

**8 Hrs**

**WELFARE MANAGEMENT:** Health and Safety Management; employee assistance Programme; voluntary welfare schemes; social security measures (an outline.)- Need for ethics in HRM.

### **CORE TEXT**

1. Human Resource and Personnel Management, Aswathappa. K, Tata McGraw Hill, New Delhi, 8<sup>rd</sup> edition.
2. Human Resource Management, Gary Dessler, Pearson Education, 16<sup>th</sup> edition.

### **REFERECNCE BOOKS**

1. HR from the Outside In: Six Competencies for the Future of Human Resources [David Ulrich](#), [Jon Younger](#), [Wayne Brockbank](#) and Mike Ulrich, McGraw-Hill
2. Human Resource Management, De Cenzo and Robbins, Wiley
3. Designing and Managing Human Resource Management, Parikh U. and Rao T.V., Wiley
4. Working From Home: Making the New Normal Work for You, Karen Mangia, Wiley
5. Talent Wins: The New Playbook for Putting People First, Ram Charan, Dominic Barton, Dennis Carey, Harvard Business Review Press

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## **MBA-2.6 MANAGERIAL RESEARCH METHODS**

**Total hours 60**

### **COURSE OBJECTIVE:**

To aid the understanding of the research process and its application towards innovation and critical problem solving in the business context.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Understand the research process with a balanced blend of theory and applicative technique.
- Acquire a good analytical knowledge and out of box thinking approach through Trans-disciplinary research ideas.
- Apply the concepts successfully in solving business and managerial problems.
- Arrive at innovative strategies and solutions for improving business ventures analytically

### **UNIT I**

**08 Hrs**

**MANAGEMENT RESEARCH:** Definition, Nature and role, objectives, Types of Research, Features of a good Research Study, Research Process, Research Concepts (Research problem, research questions, need for research, framing an objective) and Ethical issues.

**LITERATURE REVIEW:** Concept, Application, Methods, Procedure, Importance and advantages. Identifying relevant research articles. Research gaps.

### **UNIT II**

**14 Hrs**

**RESEARCH PROBLEM:** Identification and Selection of the Problem, Definition, and Statement of the Problem, Evaluation Criteria and sources, process of defining the problem.

**HYPOTHESIS:** Nature, Definition and Characteristics of Good Hypothesis, Types, Formulation of hypothesis.

**THE RESEARCH DESIGN:** Meaning, Need, dimensions, process and types.

**DATA:** Primary Data, Survey method, Observation Technique, Interview, Advantages and Limitations. Secondary Data, Classification and Evaluation of Sources, Roadmap to use Secondary Data, Advantages and Limitations.

### **UNIT III**

**13 Hrs**

**SAMPLING:** Concept of Sample and Target Population, Sample frame, Sample unit and sample size, Characteristics of a Good Sample.

**SAMPLING DESIGN PROCESS:** Probability and Non Probability Sampling Design, Sampling v/s Non-Sampling Error; Determination of Sample Size.

**SCALES AND MEASUREMENT:** Classification of Scales - Single Item v/s Multi Item Scales, Comparative v/s Non-Comparative scales, Continuous Rating Scales; Balanced and Unbalanced scales, primary scales of measurements, Criteria for Good Measurement.

**DATA COLLECTION:** Questionnaire and Schedule, Types of Questionnaire; Questionnaire Design Procedure, Pretesting check list, Pilot test, Validity and Reliability of Questionnaire. Qualitative data collection methods, Focus Group Method, Personal Interview Method, and Projective Techniques (case based data collection).

#### **UNIT IV**

**15 Hrs**

**DATA PREPARATION:** Field Validation, Data editing, Coding, Content Analysis, Classification, and Tabulation of Data.

**DATA ANALYSIS:** Basic data analysis: Descriptive Statistics, Univariate and Bivariate Statistical Analysis (concepts), Mapping of analysis methods. Parametric & Non-Parametric Tests using latest softwares. *(Note that no numerical are to be given- Hypothesis testing and basic data analysis to be included under continuous internal assessment)*

**DATA ANALYTICS:** Introduction, Application and Techniques in functional areas of management, Advantages.

#### **UNIT V**

**10 Hrs**

**REPORT:** Types of Research Report, Report Structure.

**REPORT WRITING:** Report Formulation, Guidelines for effective Documentation and visual representation (Graphs) **RESEARCH BRIEFING:** Oral Presentation with reviewed literatures.

#### **CASE STUDY**

#### **CORE TEXT**

1. Business Research Methods, Zikmund William, Thompson South western, 9<sup>th</sup> Edition, 2013
2. Research Methodology, C R Kothari, New Age International Publishers, 4<sup>th</sup> edition, 2019

#### **REFERENCE BOOKS**

1. Marketing Research, Naresh K Malhotra and Sathyabushan Das, Pearson Education Asia, 7<sup>th</sup> edition, 2019.
2. Methodology for research in Social sciences, O.R. Krishnaswami & M. Ranganatham, Himalaya Publishing, 2011

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## **MBA -2.7: WELLNESS STRATEGIES FOR MANAGERS (Soft core)**

**Total hours 45**

### **COURSE OBJECTIVE:**

To enable students to understand the work stress in employees and to understand the strategies of stress management, that can be used among different categories of employees in an organization.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Acquire the knowledge of strategies for stress management and skills of balancing the energies of Body, Mind, and Emotions and learn the ways to be energetic, innovative, productive and happy.
- Get a holistic idea about health, healing and wellness and get a good exposure to the theory and practice of yoga, pranayama, meditation, yoga nidra, dance-fitness, craniofacial acupressure, bio-feedback, progressive relaxation, therapeutic movements, Alexander technique, Relaxation Response.
- Learn about the concept of women's wellness and the ways to help them achieve the much needed work-life balance.
- Learn the strategies and activities to help employees cope with stress at work place.
- Understand the concept of employee engagement, in order to achieve stress-free work experience and to help employees to achieve work life balance.

### **UNIT I**

**6 Hrs**

**UNDERSTANDING STRESS AND STRESS MANAGEMENT:** What is Stress / Stressors / Stress Management, the Physiology of Stress, the Psychology of Stress, dynamics of work stress, major upheavals.vs. minor hassles, quick fixes, stress and immune system, assessing stress levels, Type A and Type B personalities.

### **UNIT II**

**6 Hrs**

**UNDERSTANDING EMOTIONAL WELLNESS:** Physical and emotional response to stress, Anxiety and its effects on health, emotions and stress, psychosomatic impact on body and mind connect, the threat from within, understanding the concept of emotional wellness.

### **UNIT III**

**6 Hrs**

**APPROACHES TO STRESS REDUCTION:** Stress and stress related illness, post-traumatic stress disorders, abuse and violence prevention, stress and worry, stress and spirituality,

eliminating stress and finding inner peace. A threefold approach to stress reduction. Stress management for women leading to women's wellness and work life balance.

#### **UNIT IV**

**15 Hrs**

**COPING WITH STRESS IN LIFE AND AT WORK:** Coping with stress-individual strategies, Understanding the concept of Body, Mind Balancing, Talk to Body, Listen to Body, Wisdom of Body, be conscious of Bliss, Relax into life as it comes, learning to achieve the harmony of Body, Mind and Soul ... and moving from goal seeker to celebrator.

Stress Management in Organization, Employee Assistance Programmes (EAPs), Stress Management Training (SMT), Stress Interventions (SI), Organisational change and stress, coping with Organisational change. World Health Organisation on work, Organisation and Stress.

#### **UNIT V**

**12 Hrs**

**UNDERSTANDING HEALING MODALITIES:** Understanding health and wellness as a multi-dimensional concept encompassing physical, mental, emotional, spiritual health and well-being, that can be attained through Time management, Yoga, Pranayama, healing power of Meditation, Craniofacial Acupressure, detoxification through fasting, progressive relaxation, yoga nidra, therapeutic movements, Alexander technique, Relaxation Response.

#### **CORE TEXT**

1. Managing stress from morning to night, Time Life Books, L.B. Publishers
2. Stress in Life and at Work, Rita Agarwal, Response Books - Sage Publications

#### **REFERENCE BOOKS**

1. The Relaxation Response, By Herbert Benson, William Morrow and Company
2. Eliminating Stress, Finding Inner Peace, By Brian L. Weiss. - M.D. HAY HOUSE INC.
3. Work, Organisation and Stress, World Health Organisation, www.who.int - Publication
4. Overcoming Stress, Dr. Christan Schriner, Orient paperbacks

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## SEMESTER-III

### **MBA – 3.1 ARTIFICIAL INTELLIGENCE FOR MANAGERS**

**Total hours 60**

#### **COURSE OBJECTIVE:**

This course enables and familiarize the students to learn the concepts of Artificial intelligence and blend it with management concepts to become competent decision makers.

#### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Understand the fundamentals of Artificial Intelligence.
- Examine and integrate Artificial Intelligence tools to solve business problems.
- Develop essential Managerial skills in the era of Artificial Intelligence

#### **UNIT I:**

**13 Hrs**

**INTRODUCTION TO ARTIFICIAL INTELLIGENCE:** Artificial Intelligence: Meaning and fundamentals of Artificial Intelligence, History of AI, Evolution of AI, Types of AI: Type 1; Narrow AI, General AI, and Strong AI and Type 2; Reactive Machines, Limited Memory, Human Brain and Neuron. Machine Learning, Deep Learning, Ai different from Business Intelligence.

**DATA VISUALISATION AND STORYTELLING:** Data Visualization: meaning, Narrative data visualization; Story types with examples.

Importance of business storytelling;

#### **UNIT II:**

**14 Hrs**

**ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING IN BUSINESS MANAGEMENT:** AI in Marketing, Consumer Insights through Retail Analytics, Employee Churn Management, Reinvention of HR and Marketing trends in AI. Predictive Analysis: meaning, Application of predictive analytics in retail, direct marketing, health care, financial services, insurance.

#### **UNIT III:**

**16 Hrs**

**ARTIFICIAL NEURAL NETWORK:** NLP: meaning and Artificial Neural Network: Meaning, Patterns and Data, Pattern recognition tasks, organisation of topics, characteristics of Neural Networks, models of Neuron, Topology. Types of Artificial Neural Network:



Feedforward Neural Network, Feedback Neural Network, Competitive Neural Network, Advantages, disadvantages.

**UNIT IV: 09 Hrs**

**AI REDEFINING MANAGEMENT:** Administration to AI, Ethics and Explanatory, people skills.

**UNIT V: 08 Hrs**

**ARTIFICIAL INTELLIGENCE AND SUSTAINABLE DEVELOPMENT IN MANAGEMENT:** Sustainable Development Goals: Goals, indicators, values and practice. Role of AI in achieving SDGs: AI and Societal Outcomes, AI Environmental Outcomes. Use of AI in SDGs: Water Crisis, Sanitation, Health and Education.

**CORE TEXT**

1. Sandeep Kumar Panda, V. M. (n.d.). Artificial intelligence and Machine Learning in Business Management. Taylor and Francis.

**REFERENCE BOOKS**

1. Saetra, H. S. (n.d.). AI for the Sustainable Development Goals. Taylor and Francis Limited.
2. B.Yegnanarayana. (2012). Artificial Neural Network. PHI Learning Pvt.Ltd.
3. Upadhyay, M. A. (2020). Artificial Intelligence for Managers: Leverage the power of AI to transform Organisations & Reshape your career. BPB Publications.
4. Dandu, R. (2020). Artificial Intelligence for Managers: For Individuals Aspiring to Get into the AI Domain. Notion Press.

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## MBA – 3.2 BUSINESS ANALYTICS

**Total hours 60**

### **COURSE OBJECTIVE:**

This course aims to impart the foundational concepts and skills essential for a future manager to understand and manage data, use data for decision making and present the outputs creatively using data visualization techniques. The course further aims to build an understanding of machine learning and the way it is used by organizations.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Explain the basic concepts of Business Analytics
- Familiarize the Retail Marketing Analytics.
- Understanding the need of HR Analytics in decision making
- Explain the Finance Analytics Concepts
- Examine data using simulations through MS Excel and the basics of Management Information Technology.

### **UNIT I**

**10 Hrs**

**INTRODUCTION TO BUSINESS ANALYTICS:** Definition, Types - Descriptive, Predictive and Prescriptive Analytics, Ethics in data management, Business Analytics for decision making

### **UNIT II**

**12 Hrs**

**MARKETING ANALYTICS:** Customer Analytics Overview; Quantifying Customer Value. Using Stata for Basic Customer Analysis. Predicting Response with RFM Analysis, Statistics Review, Logistic Regression, Neural Networks and Decision Trees

The digital evolution of retail marketing, Digital natives, Constant connectivity Social interaction, Predictive modelling, keeping track, Data availability, Efficiency optimization.

### **UNIT III**

**12 Hrs**

**HR ANALYTICS:** Introduction to HR Analytics, People Analytics & Workforce Analytics, HR Analytics & the Organizational Structure, Introducing HCM:21, The Value of Insight—The Plan, Toward Analytics and Prediction, Importance of HR Analytics, measures to Improve HR Processes: Human Resources Planning, capability planning, Team Working, Impacting Productivity, Diversity analytics, employee engagement and perceptions, predicting turnover and performance.

#### **UNIT IV**

**12 Hrs**

**FINANCE ANALYTICS:** Terminology, evolution of data analytics, machine learning, structured and unstructured data, supervised and unsupervised learning. Introduction to prediction, classification, association, clustering and time-series. Applications of analytics in finance.

Solving Analytics Problem through CRISP-DM Framework and SEMMA process. Problem identification, data mining/preparation, modelling and interpretation. Ethics in data collection process. Time series-based analysis.

#### **UNIT V**

**14 Hrs**

**BUSINESS MODELLING USING MS-EXCEL:** Functions, formulae, filters and conditional formatting. Pivot tables, Modelling using multiple linear regression, Introduction to Monte Carlo simulation

**INTRODUCTION TO INFORMATION SYSTEMS;** Evolution of information systems ; concepts of information and data; extracting information from data; meaning and role of information systems; systems approach applied to information systems.

#### **CORE TEXT**

1. Ramesh Sharda, Dursun Delen and Efraim Turban (2015). Business Intelligence and Analytics: Systems for Decision Support. 10th edition. Pearson
2. Introduction to Business analytics  
[https://michael.hahsler.net/SMU/EMIS3309/slides/Evans\\_Analytics2e\\_ppt\\_01.pdf](https://michael.hahsler.net/SMU/EMIS3309/slides/Evans_Analytics2e_ppt_01.pdf)
3. Business Analytics and Decision Making  
<https://www.cgma.org/Resources/DownloadableDocuments/business-analytics-briefing.pdf>

#### **REFERENCE BOOKS**

1. U Dinesh Kumar. (2017). Business Analytics: The Science of Data: Driven Decision Making, Wiley Publications.
2. Wayne Winston (2017). Microsoft Excel 2016 Data Analysis and Business Modelling, 5th Edition
3. Venkatesan R., Farris , P., Wilcox R. ( 2014), Cutting- edge marketing analytics
4. Becker,B E ., Huafelid,M.A. &Ulrich.D(2001).The HR Scorecard: Linking people, strategy, and performance. Harvard Business Review Press.

5. Manish Gupta, Pratyush Banerjee, & Jatin Pandey (2019), Practical Applications of HR Analytics: A Step-by-Step Guide, SAGE Publications India Pvt Ltd
6. Dipak Kumar Bhattacharyya (2017) HR analytics: Understanding Theories and Applications. Sage Publications.
7. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley
8. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prentice hall, 1998

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## SEMESTER-IV

### MBA - 4.1: BUSINESS POLICY AND STRATEGIC MANAGEMENT

**Total hours 60**

#### **COURSE OBJECTIVE:**

This course enables and familiarize the students to formulate the best strategy for reaching to the superior return and thereby getting a world-class understanding of business policies

#### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Develop a macro perspective of the overall management of the enterprise
- Analyze how the top management takes the decisions
- Analyze the opportunities and threats posed by the environment
- Identify the functional and strategic level decisions

#### **UNIT I**

**15 Hrs**

**THE 21ST CENTURY COMPETITIVE LANDSCAPE:** I/O Model of Above-Average Returns (AAR), Resource-Based Model of Above-Average Returns, Strategic Vision and Mission, Stakeholders

**THE STRATEGIC MANAGEMENT PROCESS:** Strategic Analysis, Strategic Implementation, International strategic business opportunities & Challenges.

#### **UNIT II**

**12 Hrs**

**THE INTERNAL & EXTERNAL ENVIRONMENT:** The firm's external environment- General and industry environment, Environment Scanning, Monitoring, Forecasting, Assessing, Porter's 5 Forces Model

Strategic groups: Definition and influence, Competitors and intelligence collection methods. The Internal Organization: Importance of understanding internal organization, Value: Definition and importance, tangible vs. intangible resources, Capabilities: Definition and development, core competencies, Value Chain Analysis, Introduction to Outsourcing SWOT Analysis.

#### **UNIT III**

**12 Hrs**

**COMPETITIVE RIVALRY AND COMPETITIVE DYNAMICS:** Competitors, competitive rivalry, competitive behavior and competitive dynamics, Market commonality and resource similarity. Competitive actions: Awareness, motivation and ability, Factors driving competitor's

competitive actions, competitor's response to actions taken against it, Competitive dynamics in slow, fast and standard-cycle markets.

**UNIT IV**

**11 Hrs**

**CORPORATE LEVEL STRATEGIES:** Meaning and basic types, **BUSINESS LEVEL STRATEGIES:** Meaning and basic types, Functional Level Strategies(in detail), Evaluation & Choice of Strategy: BCG Matrix (overview and evaluation), GEC Model (overview, Advantage of GEC Model and criticisms), Impact Matrix (overview), the Experience Curve (overview) , Linkages between models.

**UNIT V**

**10 Hrs**

**STRATEGIC IMPLEMENTATION AND CONTROL:** The Role and Importance of Top-Level Managers, Key Strategic Leadership Actions with focus on ethics and organization culture, Importance and use of organizational controls, Strategic Communication & Agile leadership.

**CORE TEXT**

1. Strategic Management: Competitiveness and Globalization, Cases, Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Cengage Learning, 8th Edition.

**REFERENCE BOOKS**

1. Strategic Management: Text & Cases, Fred Davis, Prentice Hall, 9th edition, 2003.
2. Strategic Management, Thompson and Strickland, McGraw-Hill, 11th edition.
3. Strategic Management, Building and Sustaining Competitive Advantage, Robert A Pitts, David Lei, Cengage Learning, 4th edition.

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## **MBA – 4.2 ENTREPRENEURSHIP DEVELOPMENT**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course aims to develop understanding of various facets of entrepreneurship and encourage students to be job providers than job seekers thus help in the growth of our country.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Inculcate the spirit of entrepreneurship in students
- Encourage the students to become employers instead of employees
- Educate the students on the challenges and opportunities of entrepreneurship
- Enable the students to understand the various sources of finance for their new start-up
- Facilitate entrepreneurial leadership qualities in the students for successful ventures.

### **UNIT I**

**10 Hrs**

**THE CHALLENGE OF ENTREPRENEURSHIP:** Meaning of an entrepreneur; traits of an entrepreneur; the concept of entrepreneurship; the benefits of entrepreneurship; the drawbacks of entrepreneurship; reasons for the growth of entrepreneurship; classification and types of entrepreneurs; development of women entrepreneurs; the entrepreneurial process; managerial versus entrepreneurial decision making; causes for interest in intrapreneurship; corporate versus intrapreneurial culture; the Challenges and Pitfalls of Entrepreneurship.

### **UNIT II**

**20 Hrs**

**CREATING AND STARTING THE VENTURE:** Creativity, innovation and entrepreneurship; creativity and the business idea; legal issues for the entrepreneur. Business plan—meaning, significance, contents, formulation and presentation of Business Plan, Common errors in Business Plan formulation.

### **UNIT III**

**15 Hrs**

**FINANCING THE NEW VENTURE:** The distinction between debt and equity; equity financing options; debt financing options; hybrid securities; financing choices; firm's life cycle; venture capital. Incubators and accelerators

#### **UNIT IV**

**6 Hrs**

**LOCATION AND LAYOUT FOR THE NEW VENTURE:** Location: a source of competitive advantage; layout and design considerations; build, buy or lease.

#### **UNIT V**

**9 Hrs**

**LEADING THE NEW VENTURE:** Leadership in the new economy; hiring the right employees; building the right organizational culture and structure; the challenge of motivating workers. Family-owned Business in India-Perspective and Challenges. Social Entrepreneurship in practice.

#### **CORE TEXT**

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich and Michael P. Peters, 'Entrepreneurship '. McGraw – Hill
3. Poornima.M.Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education

#### **REFERENCE BOOKS**

1. Thomas .W.Zimmerer&Norman.M.Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI
2. Jeffry .A.Timmons& Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill.
3. Dr.Aruna Kaulgud, Entrepreneurship Management, Thomson.
4. Mandal.S.K, Ethics in Business and Corporate Governance, Tata McGraw Hill.
5. Manimala & Thomas, Entrepreneurship Education: Experiments with Curriculum, Pedagogy and Target Groups, Springer

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## **ELECTIVES**

### **FINANCIAL MANAGEMENT**

#### **ADVANCED FINANCIAL MANAGEMENT (E-FM-1)**

**Total hours 60**

#### **COURSE OBJECTIVE:**

Introduce students to the theory and practice of Financial Management and its ultimate objective of enhancing shareholder wealth. Also, help students understand the meaning of Corporate Governance and its significance in wealth maximization.

#### **COURSE LEARNING OUTCOMES:**

On completing this course, the student should be able to:

- Evaluate working capital effectiveness of a firm.
- Make aware of the cash control and cash management techniques
- Assist in strategic financial decisions and formulation of capital structure
- Familiar with the various dividend theories
- Analyze the impact of prevention or avoidance of financial sickness

#### **UNIT I**

**8 Hrs**

**WORKING CAPITAL MANAGEMENT:** Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverages

#### **UNIT II**

**16 Hrs**

**CASH MANAGEMENT:** Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, and stone model. Strategies for managing surplus fund. Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and discriminate analysis. Control of accounts receivables, Factoring. Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.

#### **UNIT III**

**10 Hrs**

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

#### **UNIT IV**

**14 Hrs**

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

#### **UNIT V**

**12 Hrs**

**DIVISIONAL PERFORMANCE APPRAISAL:** Meaning of divisions – reasons for divisionalisation – management of investment in division. Measurement of divisional performance – return on investment – residual income approach. Inter-divisional relationships – transfer pricing (basic problems only). Corporate financial modeling – Agency problem and consideration. Effect of inflation on; Asset value, firm value, returns, corporate governance. Relevance of Clause 49 of SEBI listing agreement. Financial Management of sick units: Definition of sickness, causes, symptoms, predictions, revival strategies, and institutions for revival of sick units. Economic Value Added (EVA) – concept, components of EVA. Market Value Added (MVA)

#### **CORE TEXT**

1. Financial Management, Prasanna Chandra, TMH, 6th edition, 2014
2. Financial Management, M.Y. Khan & P.K. Jain, TMH, 4/e, 2014
3. Financial Management, I.M. Pandey, Vikas, 9/e, 2005
4. Financial Management – Theory & Practice, Brigham & Ehrhardt, Thomson Learning, 10/e – 2004

#### **REFERENCE BOOKS**

1. Financial Management & Policy, Vanhorne, PHI, 2/e.
2. Corporate Finance, Ross, Westerfield & Jaffe, TMH, 7/e, 2015
3. Financial management – Principles and applications, Keown, Martin, Petty, Scott, Pearson/PHI, 10/e
4. Principle of Corporate Finance, Brearly and Myers, TMH, 7/e, 2014
5. Corporate Finance – Theory & Practice, Ashwath Damodaran, John Wiley, 2013
6. Cases in Financial Management, Pandey & Bhatt, TMH, 2/e, 2013

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## SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (E-FM-2)

**Total hours 60**

### **COURSE OBJECTIVE:**

This course attempts to develop a conceptual and analytical understanding of framework of evaluating financial instruments & markets and inculcates investment intelligence in students.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Learn the conceptual and analytical frame work of evaluating different financial instruments, securities market and its functioning
- Understand the framework of evaluating a security, namely a bond or equity or preference shares and risk and return of different securities
- Bring into the light the applications of fundamental and technical analysis
- Create optimum portfolios of different securities and familiarize students with Portfolio Management techniques
- Familiarize the students with the financial derivatives

### **UNIT I**

**4 Hrs**

**INVESTMENT:** Objectives, Process, Constraints, Methods of investment, Avenues of Investment, Financial and Non- Financial Forms of Investment. Financial Market, Stock Market- Primary and Secondary, Functioning of stock exchange, SEBI guidelines - primary and secondary market

### **UNIT II**

**12 Hrs**

**VALUATION OF SECURITIES:** bond and fixed income instruments valuation -bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, valuation of equity and preference shares (Dividend capitalization & CAPM). Analysis of risk & return, concept of total risk, factors contributing to total risk, Classification of Risk -systematic and unsystematic risk, Measurement of Risk, Risk-Return trade-off. Markowitz Diversification model

### **UNIT III**

**18 Hrs**

**INVESTMENT ANALYSIS - FUNDAMENTAL & TECHNICAL ANALYSIS OF EQUITY STOCK:** Fundamental Analysis: Concept of Intrinsic value - Objectives and Beliefs of Fundamental analysts Economy-Industry-Company framework, Economic analysis and forecasting. Technical analysis: Tools of Technical Analysis – Dow Theory, Elliot Wave Theory, Charting Techniques- points and figures chart, bar chart, RSI, Moving Average Analysis, Japanese

Candlesticks. Efficient Market Hypothesis: Forms of Market Efficiency – Tests for Market Efficiency Implications of efficiency market hypothesis.

**BEHAVIOURAL FINANCE:** What is Behavioural Finance? Standard Finance Vs. Behavioural Finance, history of behavioural finance, investor behaviour and asset allocation process, investor biases-overconfidence, representativeness, anchoring, mental accounting, loss aversion, framing, availability bias and others.

#### **UNIT IV**

**18 Hrs**

**PORTFOLIO PERFORMANCE AND EVALUATION:** Process of portfolio management – International Diversification, Portfolio Performance evaluation – Sharp & Treynor & Jensen’s measure, Portfolio revision – Active and passive strategies & formula plans in Portfolio revision

#### **UNIT V**

**8 Hrs**

**FINANCIAL DERIVATIVES:** Financial derivatives market- Introduction, A global perspective, recent development in global financial derivatives market, Derivatives markets in India, Value at risk (VaR), Option/Futures/Swaps: Introduction, uses, and Types (Theory only).

#### **CORE TEXT**

1. Investment Analysis and Portfolio Management, Prasanna Chandra, TMH, 2nd Edition, 2015
2. Investments, Zvi Bodie, Alex Kane & Alan J Marcus, TMH, 6<sup>th</sup> Edition, 2015
3. Security Analysis & Portfolio Management, Fisher and Jordan (PHI), 3/e

#### **REFERENCE BOOKS**

1. Investment Management , VK Bhalla, S.Chand & Co, 2014
2. Securities Analysis & Portfolio Management, V A Avadhani, HPH, 2013
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas, 2/e, 2015
4. Mutual funds in India: Emerging issues, Nalini Prava Tripathy, Excel Books, 2015

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## **RISK MANAGEMENT MBA (E-FM-3)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course attempts to gain exposure on to evaluate the risks of a company and the techniques required to manage this risk.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Understand various types and of risks
- Learn to manage risk through futures and options
- Learn Hedging using options
- Develop a thorough understanding of Interest Rate Markets
- provide insights about Swaps & Value at Risk

### **UNIT I**

**8 Hrs**

**OVER VIEW OF RISK, RISK IDENTIFICATION, RISK, INSURANCE AND MANAGEMENT:** Introduction to Risk and Insurance. Risk identification and Risk Evaluation, Risk assessment & Management- Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability, Risk Management, Risk control.

### **UNIT II**

**18 Hrs**

**RISK MANAGEMENT USING FUTURES AND FORWARDS DIFFERENCES:** valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures -Commodity futures, Index futures interest rate futures-arbitrage opportunities. Risk Management using Swaps: Mechanics of interest rate swaps –volatility of interest rate swaps –currency swaps –valuation of currency swaps. Risk Management using Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- options on futures – interest rate options.

### **UNIT III**

**10 Hrs**

**HEDGING & TRADING STRATEGIES INVOLVING OPTIONS:** valuation of option:

basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

#### **UNIT IV**

**10 Hrs**

**INTEREST RATE MARKETS:** Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).

#### **UNIT V**

**14 Hrs**

**CREDIT RISK:** Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing

#### **CORE TEXT**

1. Options Futures & Other Derivatives- John C.Hull - (Pearson Education/PHI), 6/e
2. Options & Futures- Vohra & Bagri - (TMH), 2/e
3. Derivatives- Valuation & Risk Management-Dubofsky & Miller - (Oxford University Press), 2004/05
4. Risk Management & Insurance – Harrington & Niehaus – TMH, 2/e
5. Risk Management & Insurance-Williams, Smith & Young - (MacGraw Hill), 8/e

#### **REFERENCE BOOKS**

1. Principles of Risk Mgmt. & Insurance – Rejda – Pearson Education/PHI, 8/e, 2003
2. Introduction to Derivatives and Risk Management – Chance – Thomson Learning, 6/e, 2004
3. Introduction to Risk Management & Insurance – Dorfman – Pearson/PHI, 2004
4. International Risk & Insurance –Skipper - (TMH), 1997
5. Options & Futures –Edwards & Ma - (MacGraw Hill), 1/e

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## MERCHANT BANKING AND FINANCIAL SERVICES (E-FM-4)

**Total hours 60**

### **COURSE OBJECTIVE:**

This course will introduce to students the merchant banking and various financial services and their future and also a deep understanding on Factoring, credit rating and it's regulatory and get familiarized with Mutual Funds.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Understand the functioning of merchant banking
- Provide an in-depth understanding of the financial services such as fee based and fund based services
- Familiarize with the money markets in India
- Enable to have exposure to lease and hire purchase financing
- Provide conceptual & practical insights into debt securitisation

### **UNIT 1**

**10 Hrs**

**MERCHANT BANKING:** Nature of services, structure of merchant banking firms. Financial Markets: Capital markets--Money market. Forex markets. Linkages between the markets. SEBI guidelines for merchant bankers, Issue Management--equity issues, rights issues, debenture issues, Book building, Private placement: Pre issue and post issue activities-- Raising of capital from international markets: Loan syndication, ADRs, GDRs, EDRs, ECB, IDR—pricing of issues.

### **UNIT II**

**8 Hrs**

**FINANCIAL SERVICES:** fund based and fee based services; Credit rating: Definition: Process of credit rating of financial instruments: Depository services: role of depositories—a brief discussion on performance of NSDL and CSDL. Stock Broking Services including SEBI guidelines:

### **UNIT III**

**8 Hrs**

**MONEY MARKETS:** Instruments with their features including treasury bills, commercial bills, commercial papers, certificate of deposits and gilt-edged securities. Money Market Mutual Funds. Bills Discounting, Factoring, Forfeiting. Consumer finance, credit cards, vehicle financing and consumer durable financing.



**UNIT IV****16 Hrs**

**LEASE FINANCING:** Meaning and types, historical perspective, present legislative frameworks of leasing, lease & taxes. Lease evaluation from lessor and lessee's point of view .Hire Purchasing\_ concept and characteristics, hire purchase Vs Lease, condition and warranties in leasing and their implications, tax implications of hire purchasing. Evaluation of hire purchasing from hirer & hiree's angle. (Problems). Demonetization of assets.

**UNIT V****18 Hrs**

**SECURITIZATION OF DEBT:** Meaning, Features, Special Purpose Vehicle, Pass Through Certificate & mechanism. Marketing of Financial Services – Conceptual framework – distribution – pricing – promotion – attracting & retaining customers – segmentation – positioning – development and launching of new products – behavioural profile of customers.

**CORE BOOKS**

1. Financial services – Gorden & Nataraju – HPH, 2004
2. Financial Institutions and Markets – L.M. Bhole – TMH, 4/e,2004

**REFERENCE BOOKS**

1. Merchant Banking Principles and Practice : H.R,Machiraju – New Age International, 3/e
2. Financial Markets & Institutions—S.G. Guruswamy—Thomson Learning, 1/e, 2004
3. Services Marketing --S.M.Jha – HPH, 2006
4. Financial Services—M.Y.Khan – TMH, 3/e, 2005
5. Indian Financial System—M.Y. Khan – TMH, 4/e, 2004
6. Merchant Banking –J.C.Verma, 1996
7. Financial Services & Systems– S.G.Guruswamy – Thomson Learning, 2004

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## **PROJECT APPRAISAL, PLANNING & CONTROL (E-FM-5)**

**Total hours 60**

### **COURSE OBJECTIVE:**

Through this course the students must have better insight into project planning, appraisal and project management.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Learn analytical and conceptual framework to evaluate capital investment proposals
- Familiarize students with the various management techniques in implementing the project to its completion
- Familiarize the conceptual framework of Social Cost Benefit Analysis
- Acquaint the cost and means of financing projects
- Familiarize with PERT & CPM models of project evaluation

### **UNIT I**

**12 Hrs.**

**PLANNING & ANALYSIS OVERVIEW: PHASES OF CAPITAL BUDGETING:** Levels of decision making – objective. Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – strategic position and action evaluation – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries. Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey – characterization of the market – demand forecasting – market planning.

Technical analysis: Study of material inputs and utilities – manufacturing process and technology – product mixes – plant capacity – location and site – machinery and equipment – structures and civil works – project charts and layouts – work schedule

### **UNIT II**

**16 Hrs**

**FINANCIAL ANALYSIS: ESTIMATION OF COST OF PROJECT AND MEANS OF FINANCING:** estimates of sales and production – cost of production – working capital

requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet.

Project cash flows: Basic principles of measurement of cash flows – components of the cash flow streams – viewing a project from different points of view – definition of cash flows by financial institutions and planning commission – biases in cash flow estimation. Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns – payback period – accounting rate of returns – investment appraisal in practice. Analysis of Risk. Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – montecarlo simulation – decision tree analysis – selection of project – risk analysis in practice.

Special decision situations: Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – inter-relationships between investment and financing aspects – inflation and capital budgeting.

Analysis of firm and market risk: Portfolio theory and capital budgeting – capital asset pricing model (CAPM) – estimation of key factors – CAPM and Capital budgeting

### **UNIT III**

**6 Hrs**

**SOCIAL COST BENEFIT ANALYSIS (SCBA): RATIONALE FOR SCBA: UNIDO approach to SCBA – Little and Mirle approach to SCBA.**

### **UNIT IV**

**10 Hrs**

**MULTIPLE PROJECTS AND CONSTRAINTS: CONSTRAINTS:** methods of ranking – mathematical programming approach – linear programming model – integer linear programming model – goal programming model.

Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations.

Environmental appraisal of projects: types and dimensions of a project – meaning and scope of environment – Environment – Environmental resources values – environmental impact assessment and environmental impact statement.

### **UNIT V**

**6 Hrs**

**PROJECT MANAGEMENT: FORMS OF PROJECT ORGANIZATION:** project planning – project control – human aspects of project management – prerequisites for successful project implementation.

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limit – PERT and CPM models – Network cost system

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

### **CORE TEXT**

1. Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review – TMH, 5/e
2. Narendra Singh – Project Management and Control – HPH , 2003

### **REFERENCE BOOKS**

1. Nicholas – Project Management for Business and Technology: Principles and Practice – Pearson / PHI, 2/e, 2007
2. Gray & Larson – Project Management: The Managerial Process – TMH, 3/e , 2005
3. Vasant Desai – Project Management – HPH, 2008
4. Bhavesh M Patel – Project Management – Vikas, 1/e, 2000
5. Chitkara – Construction Project Management, Planning, Scheduling and Control – TMH, 1/e
6. Choudhury – Project Management – TMH, 1/e
7. Project Management – K Nagarajan – New Age International, 2004

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## **INTERNATIONAL FINANCIAL MANAGEMENT (E-FM-6)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course would attempt to learn the global financial environment, currency system, relationship between economies and impact of international transactions on the economy, Functioning of international financial markets, Fixing of exchange rate, etc

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Understand the international financial environment
- Analyze the functioning of international financial markets
- Familiarize with the foreign exchange rate determination
- Learn the conceptual framework of futures and pricing of futures
- Understand the features and types of options

### **UNIT I**

**10 Hrs**

**INTERNATIONAL FINANCIAL ENVIRONMENT:** The Importance, rewards & risk of international finance- Goals of MNC- International Business methods - International Monetary system- Multilateral financial institution-Government influence on exchange rate.

### **UNIT II**

**8 Hrs**

**INTERNATIONAL FINANCIAL MARKETS:** Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets- Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets.

### **UNIT III**

**20 Hrs**

**FORECASTING FOREIGN EXCHANGE RATE:** Measuring exchange rate movements- Exchange rate equilibrium – Factors effecting foreign exchange rate- forecasting exchange rates-international parity relationship: interest rate parity, purchasing power parity & fisher effects.

Foreign Exchange exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. Foreign exchange risk Management: concept of interest rate risk, Managing Interest Rate Risk, Interest rate Futures

**UNIT IV****10 Hrs**

**FUTURES:** Derivatives: Meaning and Types. Forward Contracts: Features. Currency futures: Meaning-Features of a Futures Contracts- Pricing of Futures-Hedging with futures.

**UNIT V****12 Hrs**

**CURRENCY OPTIONS:** Features of Option Contracts-Types of Instruments-Pay-off under Options-Execution of contracts-Use of Options-Pricing of Options-Option contracts in India.

**CORE TEXT**

1. C. Jeevanandam – Foreign Exchange and Risk Management - 2015

**RECOMMENDED BOOKS**

1. Eun & Resnick – International Finance Management ---(McGraw Hill), 3/e
2. Jeff Madura International Finance Management ---(Thomson), 7/e, 2004
3. P.G. Apte-International Finance Management- ( Tata McGraw Hill), 3/e
4. Alan C Shapiro – Multinational Financial Management Wiley Student Edition,8/e

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## **MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING (E-FM-7)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course will attempt to gain knowledge on the key strategic financial issues that must be considered in an acquisition or merger, including valuation of the target company as well as strategies for ‘value maximization’ – corporate restructuring, with special focus on mergers and acquisitions.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Understand the characters and types of corporate mergers and acquisitions
- Examine the role of mergers & acquisitions in maximizing shareholders’ value
- Have an overview on the different types of corporate restructuring.
- Familiarize with insights into process of takeovers
- Learn the legal aspects of mergers and acquisitions

### **UNIT I**

**8 Hrs**

**MERGERS:** types and characteristics – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – role of industry life cycle – value creation in horizontal, vertical and conglomerate mergers – change forces contributing to M & A activities, impact of mergers on various stakeholders.

### **UNIT II**

**14 Hrs**

**M & A – A STRATEGIC PERSPECTIVE:** Merger Process: Five-stage model – due diligence – methods of financing mergers – cash offer, share exchange ratio – merger negotiations: significance of P/E ratio and EPS analysis – cost and benefit analysis of merger (mergers as a capital budgeting decision) – share exchange ratio – derivation of share exchange ratio, Mergers & Acquisition as a strategy to maximize wealth.

### **UNIT III**

**10 Hrs**

**CORPORATE RESTRUCTURING:** Different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – management buyins - master limited partnerships – employee stock ownership plans (ESOP)

### **UNIT IV**

**10Hrs**

**PROCESS OF MERGER INTEGRATION:** Organizational and human aspects – managerial

challenges of M & A - Accounting for amalgamation – pooling of interest method, purchase method

**TAKEOVERS:** Types, takeover strategies, takeover defenses: Financial defensive measures – Poison pill defense (Meaning and Types of Poison pill plans).

## **UNIT V**

**10 Hrs**

**ACQUISITION:** Legal aspects of mergers & acquisition, Takeovers- legal procedure for bringing about mergers and acquisition of companies, Competition Act, Foreign Exchange Act, SEBI guidelines, Indian Income Tax Act, Competition Commission of India (CCI)., CCI procedure with regard to Mergers and acquisition.

## **CORE TEXT**

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control

PHI, 1990

2. Sudi Sudarsanam – Value Creation From Mergers And Acquisitions – Pearson Education, 1/e, 2003 .

## **REFERENCE BOOKS**

1. Weston, Mitchel and Mulherin - Takeovers, Restructuring and Corporate Governance – Pearson Education, 4/e, 2003.

2. Shiv Ramu – Corporate Growth through Mergers and Acquisitions – Response Books

3. P Mohan Rao – Mergers and Acquisitions – Deep and Deep Publications

4. Machiraju – Mergers and Acquisitions – New Age Publisherss

5. Ramanujam et al – Megers – TMH, 2003

6. Handbook Of International Mergers & Acquisitions – Gerard Picot-Palgrave Publishers Ltd.

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## **TAXATION (E- FM-8)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course will make the students to know about the taxonomy of taxation in India, tax liability of a corporate entity and the strategies for legally reducing tax burden and also to gain knowledge on GST.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Understand the concepts of taxation
- Compute taxable income under the heads - salaries, profits & gains of business and profession and capital gains
- Calculate the tax liability of a company
- Learn types of assessment and also E-filing of income tax returns
- Familiarize with GST and its laws

### **UNIT I**

**5 Hrs**

Introduction to tax, types of Taxes with examples, Finance Act, taxation and budget, taxation and fiscal policy, definitions u/s 2, GAAR double taxation, POEM.

### **UNIT II**

**20 Hrs**

Heads of income in brief

- a. Income from salary (simple problems)
- b. Income from House property (theory)
- c. Income from business or profession- 44AE, 44AD (problems on depreciation)
- d. Income from capital gain (simple problems)
- e. Income from other sources (theory)

### **UNIT III**

**20 Hrs**

Set off and carry forward of losses. Deductions U/S 80C to 80U. Computation of taxable income of companies, tax liability, MAT

### **UNIT IV**

**6 Hrs**

Types of assessment, tax deducted at source, advance payment of tax, E-filing of income tax returns.

## **UNIT V**

**9 Hrs**

Basic aspects of GST and other indirect taxes: Overview of GST, Levy and exemption from tax, Payment of GST, Input tax credit, others-Central excise and customs Acts in brief- objectives and key provisions of the Act.

### **CORE BOOKS**

1. Dr. H C Melhotra, Direct & Indirect Taxes - Sahitya Bhavan Publications
2. T. N. Manoharan – Students Guide to Income Tax – Snow White Publications
3. Vinod Singhanian- Students Guide to Income Tax – Taxman Publications.
4. V S Datey – Indirect Taxes – Taxman Publications, latest edition
5. B.B. Lal & N. Vashist –Direct Taxes,Pearson–New Delhi.
- 6.

### **REFERENCE BOOKS**

1. Deloitte:GST Era Beckons, Wolters Kluwer.
2. Madhukar N Hiregange: Goods and Services Tax, Wolters Kluwer.
3. All About GST: V.S Datey - Taxman's.
4. Guide to GST: CA. Rajat Mohan,
5. Goods & Services Tax – Indian Journey: N.K. Gupta & Sunnania Batia, Barat's Publication
6. Goods & Services Tax–CA. Rajat Mohan,
7. Goods & Services Tax: Dr. Sanjiv Agrawal & CA. Sanjeev Malhotra.
8. GST -Law & Practice: Dr. B.G. Bhaskara, Manjunath. N & Naveen Kumar IM,
9. Understanding GST: Kamal Garg, Barat's Publication.

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## COMMODITY DERIVATIVES (E-FM--9)

**Total Hours 60**

### **COURSE OBJECTIVE:**

This course will help the students to understand the intricacies of operating in commodity derivatives market, manage risk through hedging strategies and to understand the functioning of the trading mechanism used by brokers.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Acquire a thorough analysis of commodity markets, how they differ from bond and stock markets
- Understand the instruments and investment strategies.
- Familiarise with the functioning of commodity futures
- Acquire an insight knowledge into the framework of Commodity options
- Update with the recent trends in commodity derivatives

### **UNIT I**

**10 Hrs**

**IMPORTANCE AND TYPES OF COMMODITY MARKET:** – Structure – Evolution- Economic Importance of Commodity Markets –Commodity Exchanges CME, NYBOT, MCX, NMCE, NCDEX; Regulation of Commodity Markets- Participants in Commodity Markets- Categories of Commodity Markets: Agricultural Commodity Market, Metal Market, and Energy Market. Study of Indian Commodities market.

### **UNIT II**

**15 Hrs**

**INSTRUMENTS AND INVESTMENT STRATEGIES:** Commodity Swaps, Swaption – Swing Contracts – Real Options in Energy Commodities, Weather and Commodity market: Weather Derivatives – Weather and Agriculture derivative – Weather and Crude Oil- Ways of investment in Commodities: Commodity, the new asset class – Inflation and commodity prices – Diversification – Commodity Indexes and funds (Exchange Traded Funds, Pension Funds).

### **UNIT III**

**15 Hrs**

**COMMODITY FUTURES:** Commodity Futures Contract- Pricing of Futures – Carrying Cost- Future-Spot Convergence , Spreads- Futures for Hedgers, Speculators, Arbitrageur- Life Cycle of a commodity Futures Contract- Settlement of Commodities Futures contract.

**UNIT IV****10 Hrs**

**COMMODITY OPTIONS:** Dealing in Options- Buying Options – Option Premiums – Selling Options – Pricing Options- Exotic Options- Advanced Option Trading Strategies.

**UNIT V****10 Hrs**

**TRENDS IN COMMODITY DERIVATIVES:** Risks and Challenges of commodity Investing- Designing a Commodity Contract — Electricity Derivative – Catastrophe Derivative – Carbon Derivative — Big Derivative Disasters.

**CORE TEXT**

1. Helyette Geman (2005). Commodities & Commodity Derivatives.
2. Gotthelf Philip (2005). Precious Metal Trading. John Wiley & Sons, New Jersey.
3. Hannah Tony, A Hannah, and Donald Spence (2003). International Sugar Trading. John Wiley & Sons.

**REFERENCE BOOKS**

1. Ronn Ehud I. (2003). Real Options & Energy Management. Risk Books, London.
2. Rogers Jim. (2004) Hot Commodities. The Random House Publishing Group, New York.
3. Belveal L Dee (2000). Charting Commodity Market Price Behavior. Traders Press
4. Niti Nandini Chatnani (2010). Commodity Markets. Tata McGraw-Hill.

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**ELECTIVES**  
**MARKETING MANAGEMENT**  
**BUSINESS MARKETING (E- MM-1)**

**Total hours 60**

**COURSE OBJECTIVE:**

This course aims to develop understanding of various facets of business marketing, the ability to take decisions and plan, develop, execute and control business marketing strategies and attainment of organizational marketing goals.

**COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Facilitate in depth understanding of simulation and differences between Business to business marketing
- Ensure that students learn how to link Consumer Marketing and business to business marketing
- Facilitate students get an over-view of the practical aspects of business marketing
- Understanding the e-commerce strategies which are required for the present business situations
- Analyzing the need and importance of supply chain management and the pricing strategies required to promote the brands.

**UNIT I**

**8 Hrs**

**A BUSINESS MARKETING PERSPECTIVE:** Business Marketing Management, Business and Consumer Marketing: A Contrast, the Supply Chain, Classifying Goods for the Business Market, Business Marketing Strategy.

**THE BUSINESS MARKET: PERSPECTIVES ON THE ORGANIZATIONAL BUYER:** Commercial Enterprise Unique Characteristics, E-Procurement, Governments: Unique Characteristics, The Institutional Market: Unique Characteristics, Dealing with Diversity: A Market-Centered Organization.

**UNIT II**

**12 Hrs**

**ORGANIZATIONAL BUYING BEHAVIOR:** The Organizational Buying Process, Forces Shaping Organizational Buying Behavior, the Organizational Buying Process: Major Elements.

**CUSTOMER RELATIONSHIP MANAGEMENT STRATEGIES FOR BUSINESS MARKETS** - Relationship Marketing, Managing Buyer-Seller Relationships, Measuring

Customer Profitability, Customer Relationship Management, Gaining a Customer Relationship Advantage.

### **UNIT III**

**14 Hrs**

**BUSINESS MARKETING PLANNING: STRATEGIC PERSPECTIVES:** Marketing's Strategic Role, Marketing's Cross-Functional Relationships, the Components of a Business Model, the Balanced Scorecard.

**MANAGING PRODUCTS FOR BUSINESS MARKETS:** Core Competencies: The Roots of Industrial Products, Product Quality, Product Policy, Planning Industrial Product Strategy, Building a Strong Brand, the Technology Adoption Life Cycle.

### **UNIT IV**

**12 Hrs**

**MANAGING BUSINESS MARKETING CHANNELS:** The Business Marketing Channel, Participants in the Business Marketing Channel, Channel Design, and Channel Administration.

**E-COMMERCE STRATEGIES FOR BUSINESS MARKETS:** Defining E-Commerce, Key Elements Supporting E-Commerce, The Strategic Role of E-Commerce, Crafting an E-Commerce Strategy, Internet Strategy Implementation.

### **UNIT V**

**14 Hrs**

**SUPPLY CHAIN MANAGEMENT:** The Concept of Supply Chain Management, Supply Chain Management: A Tool for Competitive Advantage, Successfully Applying the Supply Chain Management Approach, Logistics as the Critical Element in Supply Chain Management, The Strategic Role of Logistics, Business-to-Business Logistical Service, Business-to-Business Logistical Management, Third-Party Logistics.

**PRICING STRATEGY FOR BUSINESS MARKET:** The Meaning of Value in Business Markets, the Pricing Process in Business Markets, Pricing across the Product Life Cycle, Responding to Price Attacks by Competitor, Competitive Bidding.

### **CASE STUDIES**

### **CORE TEXT**

1. Michael D. Hutt, Thomas W. Spohr – Business Marketing Management: B2B, 9e – Cengage Learning

### **REFERENCE BOOKS**

1. Industrial Marketing, Robert R Reeder & Reeder – PHI, 2/e
2. Industrial Marketing, Richard Hill, Alexander, James S Cross – AITBS, 4/e
3. Industrial Marketing, Krishna Havaladar – TMH, 2/e, 2004

4. Business to Business Marketing, Vitale Giglierano – Thomson Learning, 1/e, 2004
5. Industrial Marketing, Robert Dwyer, John F Tanner Jr. – TMH, 3/e, 2005
6. Industrial Marketing, Prof. Ghosh.

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## **SALES AND RETAIL MANAGEMENT (E- MM-2)**

**Total hours 60**

### **COURSE OBJECTIVE:**

Aims at equipping the students with the basic knowledge revolving around channels of retail management and also with promotion and sales of goods.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Facilitate in depth understanding of the twin disciples of sales and retail management and explore the linkages between them.
- Give in-depth knowledge of retail and how the landscape of retail has changed over the years in India
- Give an idea of the new retail formats and various sales tactics used in the age of technology
- Ensure students learn the quantitative aspects of sales and how it impacts various industries.
- Evaluate the retail pricing, promotion and segmentation of the present business situations.

### **UNIT I**

**12 Hrs**

**INTRODUCTION TO SALES:** Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organization, qualities and responsibilities of sales manager. Selling skills & selling strategies: Selling and Business Styles, selling skills, situations,

The selling process, the sales presentation, Handling customer objections, Follow-up-action.

### **UNIT II**

**10 Hrs**

**MANAGEMENT OF SALES TERRITORY & SALES QUOTA:** Sales territory, meaning, size, designing, sales quota, procedure for setting sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force

### **UNIT III**

**8 Hrs**

#### **THE SALES TRAINING PROCESS**

**SALES FORCE MOTIVATION AND COMPENSATION:** Nature of motivation, Importance, Process and factors in the motivation. Compensation – Meaning, Types of compensation plans

### **UNIT IV**

**10 Hrs**



**MEANING OF RETAIL MANAGEMENT:** characteristics, Classification of retail units by: Product lines, Amount of service, Relative prices, Organizational approach.

**RETAIL LOCATION:** Levels of location decision and its determining factors, Types of retail locations(freestanding locations, unplanned business districts, planned shopping centres and malls), Trading area analysis, Site selection analysis, Selection of a particular shopping centre/market area, Introduction to central place retail theory, Introduction to land value theory.

**LAYOUT AND ATMOSPHERICS:** Grid layout, freeform, race track, visual merchandising, components of display, factors to consider in organizing effective display.

## **UNIT V**

**20 Hrs**

### **RETAIL MARKETING STRATEGY- AN OVERVIEWRETAIL MARKET**

**SEGMENTATION:** Introduction to Market segment, criteria for effective segmentation, Dimensions of segmentation, customer profiles.

**PRODUCT AND MERCHANDISE MANAGEMENT:** store brand vs. manufacturer's brand, Introduction to merchandise management –merchandise mix, merchandise budget, merchandising planning in units, constraints, Types of suppliers, criteria for selection of suppliers

**RETAIL PRICING:** factors and pricing (external and internal), retail pricing objective, retail pricing strategies, Mark up vs. Mark down

**RETAIL ADVERTISING AND PROMOTION:** Objectives, types of advertising, Types of standard sales promotion

**RELATIONSHIP MARKETING IN RETAILING:** Components of retail relationship strategy, customer service in retailing-managing the gaps-Typical types of loyalty programs. Newest trends in retail, GIS, case study of famous Indian retailers (for project work)

## **CORE TEXT**

1. Sales and Distribution Management, Tapan Panda – Oxford, 2005
2. Chetan Bajaj, Tuli and Srivastava, Retail Management,– Oxford Press, 2005

## **REFERENCE BOOKS**

1. Retail Management , Dunne & Lusch, Cengage Learning, India Edition, 2008
2. Retail Management – A strategic Approach, Barry Berman & Jole Evans - 2006
3. Thomas Ingram, Sales management Analysis and decisions Making , 6e, Cengage Learning India
4. Sales Management –Decisions, Strategies and cases, Still, Cundiff & Govoni, Pearson Education, 2008

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## **CONSUMER BEHAVIOR (E- MM-3)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course aims to understand the conceptual foundations of consumer buying behavior and to create awareness of the theories of motivation and perception as applied in consumer behavior and to acquaint with the communication and consumer decision making

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Familiarize the students with the behavioral aspects of consumers.
- Understand the internal forces, external influences and processes that go on to affect consumer behavior, the challenges generated for the marketers and the strategies which could be implemented.
- Make students understand cognitive dissonance and how the perception of the product changes based on the services given by the organization
- Make students understand the trends in consumer behavior and how the personality and perception of internal consumers and external consumers changes over time
- Evaluate the consumer influence and the diffusion of innovation along with consumer decision making.

### **UNIT I**

**12 Hrs**

#### **CONSUMER BEHAVIOR: IT'S ORIGINS AND STRATEGIC APPLICATIONS -**

Development of the marketing concept, customer value, satisfaction and retention, the impact of digital technologies on marketing strategies, marketing ethics and social responsibility, consumer behavior and decision making are interdisciplinary.

**CONSUMER RESEARCH:** Consumer research paradigms, the consumer research process, ethics in consumer research.

### **UNIT II**

**12 Hrs**

**MARKET SEGMENTATION** – Define market segmentation, Bases for segmentation, Criteria for effective targeting of market segments, implementing segmentation strategies.

**CONSUMER MOTIVATION** - Motivation as a psychological force, the dynamics of motivation, types and systems of needs, the measurement of motives, ethics and consumer motivation.

### **UNIT III**

**12 Hrs**

**PERSONALITY AND CONSUMER BEHAVIOR:** Define personality, Theories of personality, personality and understanding consumer diversity, brand personality, self and self-image, virtual personality or self.

**CONSUMER PERCEPTION:** Elements of perception, dynamics of perception, consumer imagery, perceived risk.

**CONSUMER BEHAVIOUR STRATEGIES:** Consumer behavior strategies in relationship marketing, six model markets and relationship marketing, relationship management chain

#### **UNIT IV**

**12 Hrs**

**CONSUMER LEARNING:** The elements of consumer learning, behavioral learning theories, cognitive learning theory, measures of consumer learning.

**CONSUMER ATTITUDE FORMATION AND CHANGE:** Define attitudes, Structural models of attitudes, attitude formation, strategies of attitude change, behavior can precede or follow attitude formation.

#### **UNIT V**

**12 Hrs**

**CONSUMER INFLUENCE AND THE DIFFUSION OF INNOVATION:** Define opinion leader, Dynamics of the opinion leadership process, the motivation behind opinion leadership, measurement of opinion leadership, a profile of the opinion leader, the situational environment of opinion leadership, the interpersonal flow of communication, diffusion of innovations, the diffusion process, the adoption process, a profile of the consumer innovator.

**CONSUMER DECISION MAKING AND BEYOND:** Define decision, Levels of consumer decision making, models of consumers: four views of consumer decision making, a model of consumer decision making, consumer gifting behavior, beyond the decision: consuming and possessing, relationship marketing.

#### **CASE STUDIES**

#### **CORE TEXT**

1. Leon G. Schiffman and Iazar Kanuk, Consumer Behavior, 9<sup>th</sup> edition, PHI.

#### **REFERENCE BOOKS**

1. Shopper, Buyer And Consumer Behavior – Dana Nicoleta, Jay Lindquist – Biztantra, 2/e, 2003/04
2. Cross cultural marketing – Robert Rugimbana and Sonny Nwankwo – Thomson Learning, 1/e, 2003
3. Customer Relationship Management – Peeru Ahamed & Sagadevan – Vikas Publishing,

2008

4. Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
5. Consumer Behavior In Indian Perspective – Suja Nair – Himalaya Publishers, 2004
6. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson, 2/e, 2004
7. Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson, 1/e, 2002

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## SERVICES MARKETING (E- MM-4)

**Total hours 60**

### **COURSE OBJECTIVE:**

This course aims to impart knowledge needed to implement quality service and service strategies across service industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages also to inculcate a service culture among students interested in a career in service sector.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Gain insights into key issues in Marketing of services and enable the students to apply concepts and principles in a given situation.
- Give students the practical aspect and research insights in the service industry
- Apply service management knowledge to new areas within marketing.
- Analyze existing theories, methods and interpretations in the service management field and work independently on practical and theoretical problems
- Knowing the demand and capacity in terms of service.

### **UNIT I**

**8 Hrs**

**INTRODUCTION TO SERVICES:** Define services, service marketing. Differences between goods v/s services, Classification of services, the services marketing mix, the gap model of services quality

### **UNIT II**

**20 Hrs**

**CONSUMER BEHAVIOUR IN SERVICES:** Search, Experience & credence properties. Categories in Decision Making Process, Role of culture and services, Meaning and types of services expectations, Factors that influence customer expectation, Model of customer service expectation Current issues involving customer service expectations, Customer Perception, customer satisfaction, service quality, service encounters, strategies for influencing customer perceptions Understanding customer expectation through marketing research: Using marketing research to understand customer expectations, Elements in effective Market Research, Types of service research, analyzing and interpreting Market Research, Relationship Marketing, Customer profitability segment, levels of relationship strategies

### **UNIT III**

**12 Hrs**

**CUSTOMER DEFINED SERVICE STANDARDS:** Factors necessary for appropriate service

standards, customer defined service standards, Process of developing customer defined service standards, Physical evidence and service scape: Physical evidence, types of servicescapes, role of service scapes, and framework for understanding servicescapes, guidance for physical evidence strategy.

#### **UNIT IV**

**10 Hrs**

**EMPLOYEE'S ROLE IN SERVICE DELIVERY:** The critical importance of service employees, Boundary – Spanning roles, Service culture, The importance of customers in service delivery, Customer's roles, Self service technology, Strategies for enhancing customer participation, Service intermediaries, strategies for effective service delivery through intermediaries

#### **UNIT V**

**10 Hrs**

**MANAGING DEMAND & CAPACITY:** Lack of Inventory Capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies. Pricing of Services - Approaches to pricing services, pricing strategies.

#### **CASE STUDY**

#### **CORE TEXT**

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner – TMH, 3/e, 2004
2. Services Marketing, Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit – TMH,4/e,2008

#### **REFERENCE BOOKS**

1. Services Marketing, Christopher Lovelock, Jochen Wirtz – Pearson, 5/e, 2004
2. Services Marketing, Rajendra Nargundkar – TMH, 1/e, 2004
3. Services Marketing, Kenneth E Clow, David L Kurtz – Biztantra, 2/e, 2003/04
4. Essentials of Services Marketing, K Douglas Hoffman, John E G Bateson – Thomson, 2/e, 2002
5. Services Marketing, Govind Apte – Oxford, 2004
6. Services Marketing, R Srinivasan – PHI, 2003

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## **RURAL MARKETING (E- MM-5)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course aims to familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of agricultural inputs and produce.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- To give an over-view of the rural market in India and its contribution to the Gross Domestic Product of the country.
- To give the practical insights of rural India and how companies are penetrating into the rural market to gain exposure in rural villages.
- To understand the rural consumer behavior and the innovative advertising strategies used to reach out the rural consumers.
- To make students understand the potential of research in the rural market.
- Knowing in detail about the social marketing in a rural perspective

### **UNIT I**

**12 Hrs**

**INTRODUCTION TO RURAL MARKETING:** Definition – scope of rural marketing – concepts – components of rural markets - features / profile of rural market. The Rural Economy, Current economic scenario, transition of the rural economy, the rural economic structure, farm & nonfarm sectors, overview of occupation, employment, and consumption in rural India, Changing Rural Infrastructure.

### **UNIT II**

**12 Hrs**

**CONSUMER BEHAVIOR:** Consumer Behaviour - Factors affecting Consumer Behaviour, Characteristics of the rural consumer, the consumer buying process, Opinion leaders, introduction to brand loyalty. Approaches to Targeting, Segmenting & Positioning: bases of segmentation, evolution and selection of segments, coverage of segments positioning: identifying, selection, developing and communication the position concept,

### **UNIT III**

**14 Hrs**

**PRODUCT STRATEGY:** Product Strategy: levels of product, rural product categories (FMCG, Durables, agri goods, services), new product development, PLC, types of fake products, Brand Building in Rural India

Pricing Strategy - Penetration-, Economy-, Value-, Coinage- and Psychological Pricing  
Internal and external influences on pricing

#### **UNIT IV**

**14 Hrs**

**DISTRIBUTION STRATEGY:** Distribution Strategy - Evolution of Rural Distribution Systems, the Problem Areas, prevalent distribution models (for FMCGs, durables) Emerging distribution models – Self help groups, Satellite distribution, Syndicated distribution, Rural retailing changes.

Case study of ITC e-choupal, and other emerging distribution models,

Communication Strategy - Challenges in Rural Communication, determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix. Types of media- Mass media, non conventional media, personalized media

#### **UNIT V**

**8 Hrs**

**SOCIAL MARKETING:** (To be used primarily for in class activities and case studies) Social marketing, Innovations in Rural Markets - Role of Innovation in Rural Markets, case studies of ICT initiatives, Emergence of organised retailing, developments in banking and credit delivery- Kisan CREDIT CARD, Micro finance , Financial Services, rural BPO,

#### **CORE TEXT**

1. The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005

#### **REFERENCE BOOKS**

1. Rural Marketing – Sukhpal Singh – Vikas Publishers, 2001
2. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education, 2002
3. Rural Marketing – R V Badi, N V Badi – HPH, 2/e, 2005

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## STRATEGIC BRAND MANAGEMENT (E- MM-6)

**Total hours 60**

### **COURSE OBJECTIVE:**

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

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Develop a deep understanding of brand management tools and concepts and be prepared for careers in the areas of strategic brand management.
- Synthesize the elements of the chosen brand management solution into a professional, focused and persuasive pitch presentation that is effectively communicated and delivered.
- Build a stronghold in brand management and leveraging brand knowledge to guide students to become effective ward manager.
- Given an understanding on how branding can be done using technology and the various strategies are being formed accordingly based on peer reviews.
- Imparting the in-depth knowledge related to new products and brand extension along with branding strategies.

### **UNIT I**

**10 Hrs**

**BRANDS AND BRAND MANAGEMENT:** Define Brand, Importance of Brands, Can Everything Be Branded, Branding Challenges and Opportunities, The Brand Equity Concept, Strategic Brand Management Process. **Customer-Based Brand Equity:** Customer-Based Brand Equity, Making a Brand Strong: Brand Knowledge, Sources of Brand Equity, Building a Strong Brand: Steps of Brand Building, Creating Customer Value.

**Brand Positioning:** Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining and Establishing Brand Mantras, Internal Branding, Brand Audits.

### **UNIT II**

**12 Hrs**

**CHOOSING BRAND ELEMENTS TO BUILD BRAND EQUITY:** Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements.

**DESIGNING MARKETING PROGRAMS TO BUILD BRAND EQUITY:** New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy.

### **UNIT III**

**14 Hrs**

**LEVERAGING SECONDARY BRAND ASSOCIATIONS TO BUILD BRAND EQUITY:**

Conceptualizing the leveraging Process, Country of Origin and Other Geographic Areas, Channels of Distribution, Co-Branding, licensing, Celebrity Endorsement, Sporting, Cultural, or Other Events, Third-Party Sources.

**DEVELOPING A BRAND EQUITY MEASUREMENT AND MANAGEMENT SYSTEM:**

The New Accountability, The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System.

**UNIT IV**

**14 Hrs**

**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 – (Brand-Based Comparative Approaches, Marketing-Based Comparative Approaches, Conjoint Analysis), Holistic Methods – (Residual Approaches, Valuation Approaches).

**UNIT V**

**10 Hrs**

**DESIGNING AND IMPLEMENTING BRANDING STRATEGIES:** Designing a Branding Strategy, Using Cause Marketing to Build Brand Equity.

**INTRODUCING AND NAMING NEW PRODUCTS AND BRAND EXTENSIONS:** New Products and Brand Extensions, Advantages and Disadvantages of Brand Extensions, Understanding How Consumers Evaluate Brand Extensions, Evaluating Brand Extension Opportunities.

**CASE STUDY**

**CORE TEXT**

1. Kevin Lane Keller – Strategic Brand Management, Third Edition, Pearson.

**REFERENCE BOOKS**

1. Brand Management The Indian Context – Y L R Moorthi – Vikas Publication, 2000
2. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India, 2004
3. Brand Management – Chunnawalla – HPH, 1/e, 2003
4. Brand Imitations – Dr S S Kaptan, Dr S Pandey – HPH, 1/e, 2004
5. What Is In A Name? Advertising & The Concept Of Brand – John Plilip Jones – Pearson/PHI , 2/e
6. Managing Indian Brands – S Ramesh Kumar – Vikas, 2/e, 2003

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## **INTEGRATED MARKETING COMMUNICATIONS (E- MM-7)**

**Total hours 60**

### **COURSE OBJECTIVE:**

Integrated Marketing Communication enables a student to understand the challenges of deciding which message to communicate, the tools to use and making the strongest impact with the target segments in the digital world in a coordinated way.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Develop an understanding of the different elements of integrated marketing communication and their integration and to develop the necessary skills among the students with regard to advertising.
- Develop sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies.
- Ensure that students learn the usage of media to facilitate them develop strategies in the field of advertising and marketing
- Make students realize the importance of media explosion and facilitate practical exposure in the field of advertising
- Knowing how to evaluate the advertising effectiveness in a competitive business environment.

### **UNIT I**

**12 Hrs**

**INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION:** The communication mix, tools of IMC, Role of IMC in marketing communication process, message, Source, Channel. Advertising: Purpose, function, type, benefits, ethics

**ROLE AND IMPORTANCE OF ADVERTISING AGENCY:** Types of agencies, agency compensation, evaluation, services offered by agencies. Advertising planning -Setting goals, marketing vs sales vs communication objectives, Advertising budgets- Methods

### **UNIT II**

**12 Hrs**

**MEDIA PLANNING:** Media selection, planning, scheduling, strategy, Print media: advantages and disadvantages, concept of circulation, readership and total audience, types of newspaper advertising, broadcast media: television-advantages and disadvantages, network vs local advertising, concepts of syndication, sponsorship, participations, spot announcements. Radio: advantages and disadvantages, network, spot and local radio, Out-door Media: advantages and

disadvantages, types, Media evaluation- readership survey, TRP rating. Media in the Indian scenario

### **UNIT III**

**12 Hrs**

**CREATIVE PLANNING:** Creative strategy: meaning, planning, and advertising appeals, advertising execution including testimonials, slice of life and animation, copy writing (different tactics of copy writing for TV, Radio and Newspapers).

### **UNIT IV**

**14 Hrs**

**DIRECT MARKETING:** Role of Direct Marketing in IMC, Development of a Direct Marketing campaign, Sales Promotion- Importance & types, Consumer oriented sales promotion techniques: sampling, coupons, premiums, contests, refunds and rebates, bonus packs, price of deals, frequency programmes. Trade oriented sales promotions: Contests and incentives, trade allowances, P-O-P materials, sales training, trade shows Integration of advertising with Sales Promotion and publicity

Public relations: definition, Press release, Issuing news and information, Types of Corporate advertising

### **UNIT V**

**10 Hrs**

**MEASURING ADVERTISING EFFECTIVENESS:** Meaning, Monitoring, evaluating, control, Methods used for evaluating advertising effects, pretests and *Post tests for evaluating* print media and broadcasting media evaluating internet advertising. International advertising: Role, international environment, global v/s local advertising, advantages and problems in global advertising.

### **CORE TEXT**

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 6/e

### **REFERENCE BOOKS**

1. Marketing Managment – Dr. K Kurunakaran , Himlaya Publishing house (for the module on event management), 2007
2. Advertising and Integrated Brand Promotions – O’ Guinn, Allen, Semenik- Thomson, 3/e, 2003
3. Promotion & IMC Richard J Semenik – Thomson, 1/e, 2001
4. Foundation of Advertising Theory and Practices Chunawalla – Himalaya Publications, 7/e, 2004

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## **INTERNATIONAL MARKETING MANAGEMENT (E- MM-8)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course aims to acquire the basic knowledge, concepts, tools, and international terminology necessary to understand international problems and issues

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should be able to:

- Apply basic international marketing theories and concepts to understand the environment.
- Undertake strategic business analysis in order to develop appropriate international marketing objectives and strategies.
- Identify, analyse, and evaluate data, information, and evidence related to international business opportunities and threats relevant in the current world.
- Communicate, clarify, and present to peer audiences in a professional setting and work in a team reflected in assessment activities.
- Understanding the basic concepts of international logistics.

### **UNIT I**

**10 Hrs**

**SCOPE, CONCEPTS, AND DRIVERS OF INTERNATIONAL MARKETING:** The Importance of International Marketing, Levels of International Marketing Involvement, The EPRG Framework and International Marketing Concepts, Drivers of International Expansion, Obstacles to Internationalization.

**INTERNATIONAL MARKETING SEGMENTATION, TARGETING AND POSITIONING:** The Rational for Target Marketing, International Market Segmentation, Targeting International Consumers, Positioning the Brand.

**PRODUCTS AND SERVICES: BRANDING DECISIONS IN INTERNATIONAL MARKETS:** Standardization Versus Adaptation, Private-Label (Retailer) Brands, Global Branding and Country-of-Origin Information, The Service Side: Tariff and Nontariff Barriers to Entry, Products, Services, and Culture, Protecting Brand Names.

### **UNIT II**

**12 Hrs**

**INTERNATIONAL PRODUCT AND SERVICE STRATEGIES:** The International Product Life Cycle (IPLC), Managing the International Product and Service Mix, New Product Development, Degree of Product/service Newness, Product diffusion.

**MANAGING INTERNATIONAL DISTRIBUTION OPERATIONS AND LOGISTICS:** Issues Related to International Distribution, Middlemen Involved in International Distribution,

Facilitators of International Distribution and Logistics, Challenges to International Distribution and Logistics.

**INTERNATIONAL RETAILING:** International Expansion of Retailers, International Retailing Defined, Retail Formats: Variations in Different Markets, Issues in International Retailing.

### **UNIT III**

**14 Hrs**

#### **INTERNATIONAL PUBLICITY, PUBLIC RELATIONS, AND SALES PROMOTION**

**STRATEGIES:** Publicity and Public Relations, Consumer Sales Promotion, International Trade Promotion.

**INTERNATIONAL PERSONAL SELLING AND PERSONNEL MANAGEMENT:** International Presence and Personnel Issues, Managing International Employees, Successfully Managing Expatriates,

**INTERNATIONAL PRICING STRATEGY:** Pricing Decisions and Internal Challenges of Multinational Firms, Environment-Related Challenges and Pricing Decisions, International Pricing Decisions.

### **UNIT IV**

**12 Hrs**

#### **INTERNATIONAL LOGISTICS:**

**INCO TERMS - INCO Term Strategy.** Key INCO Terms.

**EXPORTS DOCUMENTATION:** Key terms Like Invoices, Different Export, Import, and Transportation Documents.

**INTERNATIONAL LOGISTICS INFRASTRUCTURE :** Transportation Infrastructure, Communication Infrastructure, Utilities Infrastructure.

### **UNIT V**

**12 Hrs**

**INTERNATIONAL LAND AND MULTI-MODAL TRANSPORTATION:** Truck Transportation, Rail Transportation, Intermodal Transportation, Freight Forwarders, Project Cargo, and Alternative Means of Transportation.

**PACKAGING FOR EXPORT:** Packaging Objectives, Ocean Cargo, Air Transport, Road and Rail Transport, Security, Hazardous Cargo, Refrigerated Goods, Domestic Packaging Issues.

### **CASE STUDIES**

#### **CORE TEXT**

1. Dana-Nicoleta Lascu – International Marketing – Bizatantra, 2003

2. Pierre David – International Logistics - Bizatantra , 2003

## **REFERENCE BOOKS**

1. International Marketing – Cateora, Graham – TMH 12/E, 2005
2. Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e
3. International Marketing – Rakesh Mohan Joshi – Oxford, 2004
4. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw – Pearson Education/PHI, 3/e
5. International Marketing – Varshney, Bhattacharya – S Chand
6. International Marketing – Francis Cherunillam – HPH, 7/e, 2004
7. International Marketing – Michael Czinkota, Illka A Ronkainen – Thomson, 7/e, 2004
8. International Marketing – R Srinivasan – PHI, 2/e

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## **E – MARKETING (E-MM-9)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts and trends in e-marketing to add customer value, build customer relationships, and increased company profitability.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Skill to evaluate the various tools used in E- marketing to attract and retain customers online.
- Ability to add customer value, build customer relationships by understanding 21<sup>st</sup> century consumer
- Competence to launch successful digital marketing campaign in a rapidly changing environment
- Ability to learn new technologies in digital marketing and their business application potential
- Embrace rather than oppose disruptive changes based on digital technologies in marketing

### **UNIT I**

**15 Hrs**

**INTRODUCTION:** Rules for E- Marketing- Difference between e- marketing & e- business- challenges & opportunities- e- business models- Marketing plan tasks- electronic marketing approaches- key elements to success- Strategies to make use of competitors' presence in the market place- future of marketing.

### **UNIT II**

**10 Hrs**

**CUSTOMER BEHAVIOUR & SEGMENTATION:** Defining user- Customer in the 21<sup>st</sup> century- Diffusion of innovation & adoption categories- Product adoption & PLC. Market segmentation: Bases & variables- e-marketing segments- Consumer Navigation Behaviour- Country Profiles.

### **UNIT III**

**10 Hrs**

**PRODUCT AND PRICING STRATEGIES:** New product strategies for e-marketing- Taxonomy for internet products- New product trends. Pricing: Factors affecting internet pricing- e-pricing strategies- Getting the price right on the web.



#### **UNIT IV**

**10 Hrs**

**E- MARKET COMMUNICATION:** Marketing communication strategies- Net as a medium- Seeking & retaining customers- Integrated Relationship channeling- Serving customers digitally. Inbound Marketing

#### **UNIT V**

**15 Hrs**

**E- MARKETING PLAN FOR CRM:** Creating an e-marketing plan- Marketing plan process- Building Customer Relationship- CRM- CRM process- CRM benefits & strategies- Facilitating CRM – Integrating CRM & SCM – Customisation tools- Winning the on-line customer

#### **CORE TEXT**

1. Judy Strauss and Raymond Frost, (2008). E- Marketing. Prentice Hall.
2. Daniel S. Janal, (2010) Online Marketing Handbook. John Wiley & Sons Inc.
3. Ravi Kalakota & Marcia, (2007). E- Business. Pearson Education Inc.

#### **REFERENCE BOOKS**

1. Charles F. Hofacker, (2000). Internet Marketing. 3rd Ed. John Wiley & Sons Inc.
2. Roberts, (2007). Internet Marketing. Cengage.
3. Hanson, (2007). E- Commerce & Web marketing. Cengage.

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## **SOCIAL MEDIA MARKETING (E-MM-10)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the underlying principles of social media marketing and to develop a successful social media strategy and implementation for effective customer engagement.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Ability to create social media marketing plan for an organization
- Competency to seek transformational areas of business growth through social media marketing.
- Skilled to design and launch successful customer engagement campaigns
- Assimilate ethical and societal challenges associated with social media
- Learn about various social media platforms to provide exciting business possibilities

### **UNIT I**

**20 Hrs**

**INTRODUCTION TO SOCIAL MEDIA MARKETING AND SOCIAL MEDIA METRICS:** An Overview, The 21<sup>st</sup> Century Consumer, Meaning of Social Media, Elements of Social Media, Introduction to Social Media, The reason for Social Media Marketing, Impact of Social Media Marketing on the Industry, Customer Engagement Using Social Media, Insights of the Industry on Success Stories of Social Media, Big and Small Brands on Social Media, Social Media and The Consumer, Trends of Social Media Marketing, Overall Framework of Social Media, Legal Framework of Social Media

**Social Media Metrics** - Meaning of social media metrics, The Process of Social Media Metrics- Identifying Goals, Reaching to the audience, Recognizing sentiment, Triggering Action, Hearing the Conversation, Driving Business Outcomes, Social Media Analytics, Various methods of Measuring Social Media

### **UNIT II**

**10 Hrs**

**CONTENT CREATION, CONTENT OUTREACH AND SEO:** Introduction to Content creation, Impact of content for the organization and the consumer, Meaning of content outreach, Meaning of a Blog, History and Protocol of a Blog, Content Strategies, Building an Audience, Impact of Individual Branding Through Blogs. SEO: meaning and relevance of SEO, understanding ranking strategies.

### **UNIT III**

**15 Hrs**

#### **TWITTER(X) AND MICRO-BLOGGING, FACEBOOK, WHATSAPP, YOUTUBE, INSTAGRAM AND LINKEDLN:**

Meaning of (X) Twitter, History, Impact of twitter, History, (X)Twitter Used in the success of an organization, Measurability of the number of impressions on (X)Twitter, Main Clients, Success Stories of using X.

Meaning of Facebook, Converting Likes and Friends to Products and Organizations, Impact of Facebook on Organizations, Engagement with Consumers Using Facebook as a Medium, Measurability of Likes and Shares for Revenue Contribution, User-Organization Interface. Usage of Whatsapp accounts, Instagram: Meaning, role of Instagram, advertising strategies. Meaning of LinkedIn, Uses and Benefits, LinkedIn used as a tool for recruitment, Importance of a Professional Network, Benefits of an Organization Using LinkedIn as a tool in an organization

### **UNIT IV**

**5 Hrs**

**RATINGS AND REVIEWS:** An Overview, Meaning of Peer Review and Peer Ratings, Impact of Peer Reviews and Ratings for Product Success or Failure, Importance of Peer Reviews in Organizations, Peer Review to be used as a tool to formulate Strategies for the Organizations

### **UNIT V**

**10 Hrs**

#### **VIRTUAL WORLD, SOCIAL MEDIA STRATEGIES AND FUTURE OF SOCIAL MEDIA:**

Virtual World - Meaning of Virtual World, Second Life, Swarm Marketing, Virtual World and Its Influence on an Individual, Organizations and Virtual World

**Social Media Strategies** - Over view of a Strategy, Process of Formulation of Social Media Strategies, Impact of an Appropriate Social Media Strategy on the Product and the Organization, Industry Performance through Social Media Strategy

Future of Social Media- Future of Social Media, Harness Social media for more revenue, Research Insights on Various Industries on Social Media Marketing

### **CASE STUDIES**

1. Reliance Communication Brand Campaign - Virtual and Real
2. Pepsi IPL7 Creates Over 150 million impressions
3. Allen Solly's Influencer Campaign Delivers Good Engagement Results
4. How Max Burpa used Social Media to Make Health Insurance Fun and Received a Great Response
5. How Krispy Kreme Used Social Media to Boost Sales
6. How NASSCOM's 10,000 Start Ups Connected with 18k Young Entrepreneurs Using Social

media

7. How Femina Generated Tremendous Social Media buzz by Crowdsourcing its Magazine Content

### **CORE TEXT**

1. Social Media Marketing - Micheal R Solomon, Tracy L Tuten, Pearson Publications, 2013 Edition
2. The Social Media Bible: Tactics. Tools And Strategies For Business Success- Lon Safko, John Wiley & Sons, 2010 Edition

### **REFERENCE BOOKS**

1. The Social Media Marketing Book - Dan Zarrella, O'Reilley Media Publications
2. Online Consumer Behaviour- Theory and Research in Social Media, Advertising and E-tail,- Angeline G.Close, Taylor and Francis Group of Publications
3. SEO 2022- Adam Clarke, Simple Effectiveness Publication

### **INTERNET RESOURCES**

1. <http://smartblogs.com/social-media/>
2. <http://www.whosbloggingwhat.com/>
3. <http://www.hubspot.com/free-marketing-resources>
4. <http://heidicohen.com/how-social-media-has-changed-marketing%E2%80%99s-4ps/>
5. <http://www.marketingprofs.com/marketing/library/100/social-media>
6. <http://www.forbes.com/sites/jaysondemers/2014/07/23/the-top-7-social-media-marketing-trends-dominating-2014/>
7. <http://socialgarden.com.au/category/social-media-marketing/>
8. <http://articles.economictimes.indiatimes.com/keyword/social-marketing>

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## **GLOBAL MARKETING (E-MM-11)**

**Total hours 60**

### **COURSE OBJECTIVE:**

Students would be able to learn issues involved in identifying, and developing, relationships with international markets. The course analyzes the marketing that occurs across national boundaries.

### **COURSE LEARNING OUTCOME:**

On having completed this course students should be able to:

- Understand international marketing and the forces of global integration
- Familiarize the implication of social and cultural global environment.
- Understand the global strategic partnership
- Analyse various pricing related decisions in a global context and make rational decisions

### **UNIT I**

**11 Hrs**

**INTRODUCTION TO GLOBAL MARKETING;** Development of Global Marketing; Scope and Challenge of Global Marketing; Global Management Orientations, Participants in Global Marketing; Importance of Global Marketing; Forces affecting Global Integration and Global Marketing, Reasons for Internationalization, Forces for Global Integration and Market Responsiveness; Barriers hindering the process of internationalization.

### **UNIT II**

**11 Hrs**

**SOCIO –CULTURAL ENVIRONMENT;** Layers and elements of culture, Elements of culture, Innovation Diffusion Theory, Marketing Implications of Social and Cultural Environments.

### **UNIT III**

**13 Hrs**

**STP:** Market Segmentation, Target Market Strategy Options, Global, Foreign, and Local Consumer Culture Positioning,

**LICENSING;** Joint Ventures; Global Strategic partnerships, Nature of Global Strategic Partnerships.

### **UNIT IV**

**11 Hrs**

**PRODUCT AND BRAND CONCEPTS;** Country of Origin as Brand Element, Packaging, Strategic Alternatives in Global Marketing, New products in Global Marketing, Pricing Basics; Global Pricing, Price Fixing; Countertrade; Offset; Compensation Trading, Distribution Channels. Global supply chain management.

**UNIT V**

**14 Hrs**

Three Global Cases pertaining to the respective academic year

**CORE TEXT**

1. Global Marketing Management: Warren J.Keegan and Naval K.Bhargava; Pearson India 2011 (4<sup>th</sup> Edition)
2. Global Marketing: Svend Hollensen and Madhumitha Bannerjee ; Pearson India 2011 (4<sup>th</sup> Edition)

**REFERENCE BOOKS**

1. Global Marketing Strategies: by Jean-Pierre Jeannet and H.David Hennessey (6<sup>th</sup> Edition)
2. Global Marketing Marketing by Robert, John and Christopher Management by Wesley Publishing Company 1995 (3<sup>rd</sup> Edition).

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## HUMAN RESOURCE MANAGEMENT – ELECTIVES

### **ORGANIZATION: STRUCTURE, PROCESS AND DESIGN (E-HRM-1)**

**Total hours 60**

#### **COURSE OBJECTIVE**

To educate on the route path for communication in organization and their significance in smooth operation and efficient decision making and functioning.

#### **COURSE LEARNING OUTCOMES:**

On having completed this course student should have:

- A basic idea on the relationship between organizational culture and human processual development
- A clear understanding of the designations, roles and responsibilities
- An idea of organizational structure based on strategic needs
- A supportive and expectant knowledge of role conflicts and ideal conflict resolution strategies
- A smart idea on decentralization within hierarchical limits

#### **UNIT I**

**10 Hrs**

**ORGANIZATION:** Nature and scope – definition- three stages in creating value- Relationships among Organizational Theory, Structure, Culture, Design and Change- Importance of Organizational Design- Consequences of Poor Organizational Design. Organizational Effectiveness: Definition – importance -Measuring Organizational Effectiveness (external resource, internal systems, and technical approach)

#### **UNIT II**

**12 Hrs**

**ORGANIZATIONAL DESIGN:** Differentiation- Organizational Roles- Subunits: Functions and Divisions- Vertical and Horizontal Differentiation-Balancing Differentiation and Integration- Integration Mechanisms-Balancing Centralization and Decentralization-Balancing Standardization and Mutual Adjustment-Mechanistic and Organic Organizational Structures

#### **UNIT III**

**12 Hrs**

**ORGANIZATIONAL STRUCTURE:** Authority And Control: Authority: How and Why Vertical Differentiation Occurs. Control: Factors Affecting the Shape of the Hierarchy. Specialization and Coordination: Functional Structure (meaning, Advantages, problems),- Divisional Structure (meaning, Advantages, problems)-Product Structure- Multidivisional

structure (meaning, Advantages, problems)-Geographic Structure (meaning), Market Structure (meaning)-Matrix Structure (meaning, Advantages, problems)-The Boundary less Organization.

#### **UNIT IV**

**12 Hrs**

**ORGANIZATIONAL CONFLICT, POWER AND POLITICS:** Organizational Conflict: nature of organizational conflict, sources of conflict - Pondy's Model of Organizational Conflict-Basic Conflict Resolution Strategies. Organizational Power: definition of Organizational power and Unobtrusive power – Sources of power (Authority, Control over resources, Control over information Non substitutability, Centrality, Control over uncertainty) - power imbalances Organizational Politics: Costs and benefits of organizational politics -Tactics for playing politics

#### **UNIT V**

**14 Hrs**

**ORGANIZATIONAL DECISION MAKING, STRATEGY FORMULATION AND MANAGING ORGANIZATIONAL CULTURE:** Organizational Decision Making And Strategy Formulation organizational decisions – operating decisions – strategic decisions – administrative decisions – influences on organizational decisions – approaches to organizational decision making – the normative / rational approach – the entrepreneurial approach – the political approach – the consensus building approach Managing Organizational Culture: definition -values and norms- Terminal and Instrumental Values in an Organization's Culture-creating culture (through the interaction of the personal and professional characteristics of people within the organization, organizational ethics, the property rights given to employees, the organization structure) – managing and transmitting culture Social Responsibility as an important outcome of an organization's culture: Approaches to CSR (Obstructionist, Defensive, Accommodative, Proactive approach)

#### **CORE TEXT**

1. Organizational Theory, Design, and Change, Fifth Edition, Gareth R. Jones, Pearson Publication

#### **REFERENCE BOOKS**

1. Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 3/e
2. Understanding Organizations – Madhukar Shukla – PHI, 8/e, 2004
3. Organization Theory And Design – Richard Daft – Thomson Learning, 8/e, 2004

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## **LEGAL ENVIRONMENT FOR INDUSTRIAL RELATIONS (E-HRM-2)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts, principles and theories to understand the legal framework of various acts in IR

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Sensitivity to the practices and procedures of labour legislations in India
- Analyze the gaps which are existing in the system
- Competence to responsibly enact labour legislations in business organizations
- Ability to discharge dispute prevention and settlement machineries in an organization
- Implement worker's participation in management to improve employee relations in an organization

### **UNIT I**

**10 Hrs**

**INTRODUCTION:** Background of Industrial Relations - understanding or appreciating Industrial legislations/employee relation, approaches to Industrial relations, forms of industrial relations, theories of industrial relations; Changing profiles of major shareholders of industrial relations in India - Trade Unions, Employers Associations and role of state in IR.

### **UNIT II**

**10 Hrs**

**COLLECTIVE BARGAINING IN INDIA:** Definition, functions of collective bargaining, collective bargaining process, trends and conclusions, Techniques of negotiation, Workers Participation in Management.

### **UNIT III**

**6 Hrs**

**TRADE UNIONS:** Meaning, Brief history, functions of trade unions, objectives of trade unions, problems of trade unions, Rights and responsibilities. Trade Union Act, 1926

### **UNIT IV**

**10 Hrs**

**GRIEVANCE PROCEDURE AND DISCIPLINE MANAGEMENT:** Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure. Discipline - Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry. Industrial Conflicts: Nature of conflicts

and its manifestations causes and types of Industrial conflicts. Industrial Disputes Act, 1947 & Standing Orders Act, 1946

## **UNIT V**

**24 Hrs**

**INDUSTRIAL LEGISLATIONS:** Overview of the Labour Code: Code on wages, Industrial Relations Code, Code on Social security, Code on Occupation and Safety.

Outline of the following labour enactments covering the definitions, applicability, provisions, registers and returns; penalties.

- Factories Act 1948
- Maternity Benefit Act, 1961
- Prevention of Sexual Harassment Act, 2013
- Employees' State Insurance (ESI) Act, 1948
- Employees' Provident Fund and Miscellaneous Provisions Act 1952
- Payment of Gratuity Act 1972
- Payment of Bonus Act, 1965

### **CORE TEXT:**

1. Mamoria & Mamoria – 'Dynamics of Industrial Relations', Himalaya Publishing house.
2. Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
3. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education.

### **REFERENCE BOOKS:**

1. Industrial Relations – Emerging Paradigms – B D Singh, Excel
2. P Subba Rao – Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House, Mumbai.
3. Myers, A Charles and Karnnappan S – Industrial Relations in India, Asia Publication House, Mumbai.
4. Dale Yoder and Paul D, Standohar – Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education
5. Allan Cowling and Philip James – The Essence of Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education.

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**MANAGEMENT OF ORGANIZATIONAL BEHAVIOUR AND DEVELOPING  
COMPETENCIES (E- HRM-3)**

**Total hours 60**

**COURSE OBJECTIVE:**

To install knowledge on the skills and behavior required to map organizational behaviour requirements.

**COURSE LEARNING OUTCOMES:**

On having completed this course student should have:

- A strong behavioral approach in organizational perspective
- An emotionally intelligent attitude
- Robust negotiation skills
- An understanding of the workforce diversity
- Team working skills and feed forward efficiency

**UNIT I**

**16 Hrs**

**INTRODUCTION:** The Behavioral approach, Challenges, Past and contemporary. Theoretical framework, Contributing disciplines to the OB field. Personality: Values, Emotions, Attitudes and Job related outcomes. The Perception Processes: Definition Nature, Factors influencing and Individual Decision Making, Implications in the Organizational Context.  
Learning Processes: Objectives, Principles, Organizational Systems and applications.

**UNIT II**

**10 Hrs**

**FOUNDATIONS OF GROUP BEHAVIOUR:** Nature, types, Stages, Framework for analysis, Organizational Context, Structure, Process and Decision-making. The Emerging Team concept, Groups and Teams difference, Effective Teams. Conflict, Transition Process: Levels: Individual, Interpersonal, Intergroup, And Organizational. Conflict Resolution Approaches at various levels, Functional / Dysfunctional skills. Stress: Meaning, Nature and levels of stress, causes, effects and coping strategies.

**UNIT III**

**12 Hrs**

**NEGOTIATION SKILLS:** Creating Climate – Opening Process – Conducting the negotiation – Preparing for Negotiation – Styles of Negotiating – Rules of Negotiating

**UNIT IV****10 Hrs**

**MANAGING DIVERSITY IN BEHAVIOUR:** The Nature of Diversity, Reasons for the Emergence of Diversity, Characteristics of Diversity, Work force Diversity, Managing Diversity, Developing the Multicultural Organization, Individual Approaches to Managing Diversity, Organizational Approaches to Managing Diversity

**UNIT V****12Hrs**

**DEVELOPING COMPETENCIES:** Meaning, definition and history of competency method. Characteristics of competencies. Types of competencies. Competency mapping: Meaning, definition, purpose and approaches of mapping. Tools for mapping: behavioural event interview, repertory grid, critical incident technique, subject expert discussions, survey method and participant observation. Competency Assessment: Meaning, definition and purpose of assessment. Tools for assessment: Assessment Center, 360-degree feedback, performance records, tests and interviews.

**CORE TEXT**

1. Hellerigel et.al. Organizational Behaviour, Thomson Learning, 10/e, 2004
2. Stephen P Robbins Organizational Behaviour, Pearson / PHI, 11/e, 2005
3. Udai Pareek, Understanding Organisational Behaviour , Oxford 2003
4. Shermerhorn Hunt, Osborn, Organizational Behaviour, John Wiley & Co., 7/e, 2001
5. Fred Luthans, Organizational Behaviour, TMH, 10/e, 2005

**REFERENCE BOOKS**

1. Gregory Moorehead & Ricky W Griffin, Organizational Behaviour – Managing People and Organizations, Biztantra, 7/e, 2005
2. Hersey Paul and Kenneth Blanchard H. Management of Organizational Behaviour – Utilizing Human Resources – Pearson Education/PHI, 6/e
3. The Handbook of Competency Mapping, Seema Sanghi, Response Books, 2004
4. Competence at work, Spencer M Lyle & Spencer M Signe, John Wiley & Co, 1993
5. Competency based HRM, Ganesh Shermon, TMH, 1/e, 2004
6. Udai Pareek, Training Instruments in HRD and OD, TMH, 2/e, 2004

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## **PERSONAL GROWTH & INTER-PERSONAL EFFECTIVENESS (E- HRM-4)**

**Total hours 60**

### **COURSE OBJECTIVE:**

To inculcate the growth mindset and spirit towards effective self-growth, leadership and sustainability in the global business arena.

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should have:

- Personal growth
- Self - development
- Interpersonal skills
- Assertiveness
- Crisis management skills and emotional Intelligence

### **UNIT I**

**12 Hrs**

**MEANING:** Personal Growth, Concepts of Personal Growth, Personal Life style choices, Personal Growth and Training Individual conflict. Individuals and organization, individual and inter-personal behaviour, Nature of values and attitudes, Job satisfaction, Job involvement, Organizational commitment.

### **UNIT II**

**16 Hrs**

**FEELING, THINKING AND BEHAVIOURS:** Personality theories, Carl Jung's theory of personality types and Myers Briggs type Indicator (MBTI) Trait theories – Guilford Peogut, Emotional intelligence – Nature and scope for personal growth. Pedagogy and Androgogy, Adult Learning Process; learning styles and its relatedness to personality development.

### **UNIT III**

**12 Hrs**

**INTERPERSONAL RELATIONS AND PERSONAL GROWTH, INTERPERSONAL NEEDS, MOTIVATION AND BEHAVIOUR:** FIRO – B and Johari Window. Defense Mechanism in groups. Micro perception of organization behaviour, Perception process, importance of sensation versus perception, Personality and attitude, interactive conflict and negotiation, Personality – meaning, Definition of how personality is formed.

### **UNIT IV**

**12 Hrs**

**INTERPERSONAL BEHAVIOUR:** Assertive Behavior, Transactional Analysis, Ego status, Types of Transaction, Life position, Application of T.A in Organizational context with cases.

## **UNIT V**

**8 Hrs**

**EMOTIONAL INTELLIGENCE:** Nature and Scope – Working with emotional intelligence – self mastery – people skills – Emotionally intelligent organization. The seven habits of highly effective people.

### **CORE TEXT**

1. Organizational Behaviour – Human Behaviour at work – by John.W.Newstrom and Keith Davis – Tata McGraw Hill,
2. Organizational Behaviour – Concepts, controversies and applications – Stephen P Robbins – Prentice Hall International, 11/e
3. Wallace & Masters Personal Development for Live and Work, Thomson Learning, 8/e, 2004

### **REFERENCE BOOKS**

1. Organizational Behaviour – By J S Chandan, 3/e
2. Training Instruments in HRD & OD – Udai Pareek – TMH, 2/e, 2004
3. Organizational Behaviour – Fred Luthans, TMH, 10/e, 2005
4. Enhancing Personal Effectiveness – Surabhi Purohit, TMH, 2003
5. Emotional Intelligence – Daniel Goleman, Bantam Books, 1997
6. The Seven Habits of Highly Effective People by Stephen R Covey, Simon & Schuster.
7. Choices in Ethical Behaviour – R C Shekar, 2/e

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## **INTERNATIONAL HUMAN RESOURCE MANAGEMENT (E- HRM-5)**

**Total hours 60**

### **COURSE OBJECTIVE:**

To acquire exposure to the concepts, principles, human resource based advantages and the changes occurring in the global HRM arena

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should have:

- An understanding of the international work environment
- Familiarity to the international recruitment policies and procedures
- An idea of the legal framework of employees immigration across the borders
- A smart understanding to adapt to the cultural work environment for sustenance
- An idea on global compensation packages

### **UNIT I**

**10 Hrs**

**THE GLOBAL PERSPECTIVE:** Nature of Globalization, Drivers of Globalization, Ripple Effects of Globalization, Multiculturalism: Nature of Culture, Multiculturalism, Cultural Predispositions, Cultural Dimensions, Managing Across, Cultures, Culture Shock.

### **UNIT II**

**12 Hrs**

**NATURE OF IHRM, STRATEGIC IHRM AND HRM IN CROSS-BORDER MERGERS AND ACQUISITIONS:** Nature of IHRM: IHRM Compared with Domestic HRM, Growing Interest in IHRM, Functional Positioning of IHRM, Organizational Context of IHRM. Strategic IHRM: Understanding Strategy. HRM in Cross-Border Mergers and Acquisitions: Nature of Mergers and Acquisitions (M&As), Motives Behind M&As, Extent of M&As, HR Interventions.

### **UNIT III**

**14 Hrs**

**SELECTION, TRAINING AND DEVELOPMENT AND PERFORMANCE MANAGEMENT:** Staffing Of International Business: Human Resource Planning, Recruitment and Selection, Recent Trends in International Staffing. Training and Development: Training Strategies, Expatriate Training, Host Country Nation Training, Third Country Nation Training, Emerging Trends in Training for Competitive Advantage, Frameworks of Cross Cultural Training. Performance Management: Organizational Strategy and Performance Management, Setting Individual Performance Goals, Identifying Variables Affecting Performance, Appraising the Performance, Providing Feedback, Opportunities for Improvement, Linking Rewards and

Results, Issues in Managing Performance in the Global Context, Assessing Subsidiary Performance.

#### **UNIT IV**

**12 Hrs**

#### **INTERNATIONAL COMPENSATION MANAGEMENT AND REPATRIATION :**

Objectives of Compensation, Compensation Philosophy, Theories of Compensation, Compensation Strategy, Components of Compensation, Variables Influencing Compensation, Compensation Packages, Compensation Administration, Issues in International Compensation, Outsourcing. Repatriation: Understanding Repatriation, Benefits from Returnees, Challenges of Re-Entry, Repatriation Process, Managing Repatriation, Tips for Successful Repatriation, mentoring.

#### **UNIT V**

**12 Hrs**

#### **NATIONAL CONTEXT OF HRM, DIFFERENTIATION OR INTEGRATION AND KNOWLEDGE TRANSFER IN MULTINATIONAL COMPANIES:**

National Context Of HRM: HRM Practices in different countries - Japan, USA, UK, Turkey, Middle East, India and China .**Differentiation or Integration:** The relevance of integration and differentiation dilemma, Mechanisms to achieve integration in highly differentiated and global companies.

**Knowledge Transfer in Multinational Companies:** Organisation knowledge and its significant, source of organizational knowledge, Tacit and explicit knowledge, HRM and organization knowledge, transfer of knowledge within MNCs, Transferability of knowledge across national borders, Transfer of managerial know-how and HRM across national borders.

#### **CORE TEXT**

1. K. Aswathappa, Sadhna Dash – International Human Resource Management – McGraw Hill, 2008
2. International Human Resource Management – Peter J Dowling, Denise E Welch, Randall Schuler – Thompson South Western Excel Books – third edition – 2005
3. International Human Resource Management – Monir H Tayeb – Oxford University Press 2005.

#### **REFERENCE BOOKS**

1. International Human Resource Management – Hugh Scullion, Margarel Linehan – Palgrave McMillan – 2005
2. The Global Challenge: Frame works for International HRM –Evans- McGraw Hill – 1/e , 2005



3. Hillary Harris, Christ, Brewster & Paul Spamon, - International HRM, VMP Publishers, 2003
4. Terence Jackson, International HRM, Sage Publication, 2/e
5. Anne Wil Harzing & Joris Van, Ruysse Veldt, International HRM, Sage Publication, 2/e
6. International HRM, Hugh Scullion, Margaret Linehan, Palgrave, 2004

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## **TEAM DEVELOPMENT AND LEADERSHIP (E-HRM-6)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts and principles of team work and leadership styles within learning organizations

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Competency to build self-managed teams which is a core concept in today' corporate world
- Sensitivity to work and manage a cross-functional team in an organization
- Demonstrate leadership competencies in an organization
- Ability to think creatively to facilitate team learning
- Skill to implement approaches to resolve conflict in an organization

### **UNIT I**

**8 Hrs**

**WHAT IS A GROUP AND WHY IS IT FORMED:** Types of groups– group structures – roles differentiation – status differentiation – norm formation – group cohesiveness – group functions. Definition of a team – Differences between teams and groups – diversity-consensus dilemma – types of teams: departmental teams / cross functional teams / multicultural teams – other classification: functional operating teams / self managed work teams / self-defining teams / top executive team / virtual teams – procedures for facilitating team learning – need for teams – resistance to teams.

### **UNIT II**

**8 Hrs**

**IMPORTANCE OF SHARED PURPOSE AND COMMON GOAL:** What to observe in a team meeting: guidelines to improve group/team effectiveness in solving problems and making decisions – Process Consultation interventions (PC) – procedures for facilitating team learning – characteristics of effective teams – features of ineffective teams – team performance curve.

### **UNIT III**

**12 Hrs**

**TEAM DEVELOPMENT STAGES: FORMING / STORMING / NORMING / PERFORMING:** characteristics of each stage – building teams in Indian organizations – guidelines for team building -- decision making process in groups/teams – conflict resolution and collaboration in teams – role of organization culture in team work – selection and development

of team members – knowledge, skills, attitude, self concept and personality type of members for effective team work.

#### **UNIT IV**

**2 Hrs**

**SELF MANAGED WORK TEAMS (SMWTS): MEANING AND SCOPE:** potential advantages and disadvantages – leadership roles (internal and external) in SMWTS – facilitating conditions for SMWTS Virtual teams: Meaning, scope and objectives – advantages and disadvantages – barriers to communication – challenges of supervision.

#### **UNIT V**

**20 Hrs**

**DEFINITION OF LEADERSHIP:** leaders and managers – approaches to leadership -- effective leadership behaviours: task oriented behavior / relations oriented behavior / participative leadership / peer leadership – Leadership theories: leader-centered theories / Theories of leader-subordinate interactive relationships / Contingency theories / Charismatic and transformational leadership – traits and skills of effective leaders and managers – Leadership styles -- Emotional Intelligence – Social Intelligence – ability to learn.

Leadership in the 21<sup>st</sup> century: Developing leadership skills – strategic leadership – change management and leadership in organizations: change processes / different types of organization change / developing a vision / implementing change – resistance to change -- Ethical leadership in diversity: gender and leadership / leadership in different cultures / managing diversity.

#### **CORE TEXT**

1. Culture and Organizational Behaviour by Jai B.P. Sinha (Sage Texts) for Team Development, 2008

#### **REFERENCE BOOKS**

1. Leadership in Organizations by Gary Yukl (Pearson Education – LPE) for Leadership, 6/e
2. The Wisdom of Teams by Jon R. Katzenbach and Douglas K Smith (Collins) for “Team Performance Curve” and a few other team related topics, 1993

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## **ORGANIZATIONAL DEVELOPMENT (E- HRM-7)**

**Total hours 60**

### **COURSE OBJECTIVE:**

To foster an understanding of organizational change management and critical problem solving through diagnostic approach

### **COURSE LEARNING OUTCOMES:**

On having completed this course student should have:

- A clear understanding of change management process
- Critical thinking skills in a diagnostic approach towards problem solving
- An idea of ethical standards to be practiced in organizational development
- An exposure to team development and its importance
- Application of intervention in organizational development.

### **UNIT I**

**08 Hrs**

**CONCEPTUAL FRAMEWORK OF OD:** Overview of the field of OD, Definitions of OD, History of OD, values, assumptions and beliefs in OD, characteristics of OD, Techno structural approach – socio technical system, job design, job enrichment and job enlargement, Human Processual approach – group & team processes.

### **UNIT II**

**18 Hrs**

**ORGANIZATIONAL CHANGE AND OD:** Dynamics of planned change, models and theories of planned change, force field analysis. Types of organizational change, triggers for change, factors leading to resistance to change, objectives and strategies for implementing organizational change, OD interventions to implement organizational change initiatives. An overview of OD interventions: Process of OD, steps in OD, types of OD interventions, Classification of OD interventions, OD cube. Organizational Diagnosis, Weisbord's (Six Box) model for organizational diagnosis, Diagnostic tools and their appropriate usage in the diagnostic process, Bechkard's confrontation meeting.

### **UNIT III**

**16 Hrs**

**THEORY AND MANAGEMENT OF OD:** Systems theory Participation and empowerment, empowerment & commitment Teams and team work, Broad team – building interventions, A gestalt approach to team building, techniques and tools used in team building. Parallel learning structures A Normative re – educative strategy of changing. Process of consultation approach to change Action research, a process and an approach, history and varieties of action research,

example of action research in OD Third-party peace making interventions Organization Mirror interventions Partnering Survey Feedback, Systems 1 – 4T Grid organization development Person focused OD interventions Role – focused OD interventions.

#### **UNIT IV**

**12 Hrs**

**ORGANIZATIONAL CLIMATE:** OCTAPACE Model of climate survey **Training Based OD Interventions:** Applied behavioural science, T-Group Behavioural modeling Life and career planning, Coaching and mentoring Instrumented training, **Structural Interventions and the Applicability of OD:** Work redesign, Self-managed teams - Problems in implementation Quality of work life projects TQM and OD, re-engineering organizations, large-scale systems change and organizational transformation.

#### **UNIT V**

**06 Hrs**

**THE FUTURE AND OD:** The changing environment, Fundamental strengths of OD, Implications of OD for the client, Ethical standards in OD, OD's future.

#### **CORE TEXT**

1. Wendell L French, Cecil H & Bell Jr. – Organizational Development – Behavioural Science Interventions for Organization improvement, Pearson Education, 7<sup>th</sup> edition, 2017
2. S Ramnarayan, T V Rao & Kuldeep Singh – Organization Development – Interventions & strategies – Response Books, 2008
3. Richard Bechard – Organizational Development: Strategies & Models – Addison Wesley Publishing, 1969
4. Cummings & Worley Organizational Development & Change – Thomson Learning, 4<sup>th</sup> edition, 2012

#### **REFERENCE BOOKS**

1. Laxmi Devi (Editor in chief) – Organization Development, 1998
2. Warn G Bennis – Nature of Organizational Development – Addison Wesley Publishing, 1969
3. Stephen P Robbins – Organizational Behaviour – Pearson Education, 18<sup>th</sup> edition, 2018
4. Marguiles N Raina A P – Organizational Development: values, process and technology – McGraw Hill Publishing, 1972

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## **KNOWLEDGE MANAGEMENT (E-HRM-8)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts, principles and theories to the practices of knowledge management systems.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Ability to align business drivers with knowledge drivers
- Create knowledge management systems in an organization
- Competency to understand the barriers in KMS
- Develop awareness towards latest trends in knowledge management in an organization
- Enable the tools and technologies followed in intranet, extranet, groupware, artificial intelligence, data warehousing, document management system and KM portal

### **UNIT I**

**12 Hrs**

**KNOWLEDGE MANAGEMENT**- conceptual backdrop to the subject, meaning of knowledge, knowledge management, engaged KM; need for the study of KM, multi disciplinary dimension to KM, types of knowledge, K conversion process, approaches , KM components, KM process, principles of KM.

### **UNIT II**

**8 Hrs**

KM strategy, strategic business drivers, knowledge drivers, aligning business drivers with knowledge drivers.

### **UNIT III**

**10 Hrs**

Creating KM system in organizations, reasons for adopting KM, domain specificity of KM, role of HR in implementing KMS, barriers to KM implementation, organizational culture for KM, knowledge loss, developing KM system/center, profiting from KM, causes of failure of KM system.

### **UNIT IV**

**16 Hrs**

Tools and technologies, intranet, extranet, groupware, artificial intelligence, data warehousing, document management system, KM portal, people share net, repositories, communities of practice (cops), knowledge directory.

## **UNIT V**

**12 Hrs**

Measurement- KM audit, metrics for assessing KM, benchmarking, house of quality, return on knowledge investment (ROKI), financial and accounting standards board (FASB) USA and others. Successful KM: best practices in companies following KM, the mature knowledge-managing organization, futuristic KM.

### **CORE TEXT**

1. Ganesh Natarajan and Sandhya Shekar Knowledge Management and enabling business growth, Tata McGraw-Hill, 2002.
2. -Amrit Tiwana KM tool kit practical techniques for building a KMS, Pearson education, Asia 2000
3. -Chatzkel Knowledge Capital, Oxford University Press 2003.

### **REFERENCE BOOKS**

1. -Stuart Barnes KM systems theory and practice, Thomas Learning Singapore, 2002.
2. -Harish Chandra Choudry Knowledge Management for competitive advantage Excel books 2005.
3. -Madan Mohan Roy Leading with knowledge KM practices in global InfoTech companies, Tata Mc Graw- hill 2003
4. -Jane McKenzie and Christine Van Winkelin Understanding the knowledgeable organization – nurturing knowledge competence, Thomson 2004.
5. -Brian Lehaney, Steve Clarke, Elayne Coakes and Gilliam Jack Beyond Knowledge Management, Idea Group Publishing, 2004

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## **COMPENSATION MANAGEMENT AND BENEFITS ADMINISTRATION (E-HRM-9)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts, principles and theories to impart skills in designing, analysis and restructuring the compensation management system, policies and strategies.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Skill to analyze and critically evaluate compensation strategies
- Learn the statutory provisions governing different components of a reward system
- Design a pay structure
- Competency to structure and implement legally mandated benefit and incentive pay programmes
- Ability to inculcate equity and fairness in administering compensation and benefit programmes.

### **UNIT I**

**15Hrs**

Basic concept of compensation, Role of compensation in an organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as a motivational tool; compensation policy.

### **UNIT II**

**5Hrs**

Internal and external equities in a compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials.

### **UNIT III**

**15Hrs**

Concept of Cost-to-Company, Components of CTC. Designing pay structure and administrating compensation package; understanding different components of compensation-Basic, D A, H RA, and other allowance, Perquisites; pay for performance plans-individual, group and organization; ESOP; Fringe benefits-types of employee benefits and services, administration of benefits and services. Negotiation skills.

### **UNIT IV**

**10Hrs**

Compensation of special groups: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.



## **UNIT V**

**15Hrs**

Concept of wage, Wage policy in India. Statutory provisions governing different components of a reward system; working of different institutions related to reward system like wage boards, pay commissions. Issues of Inflation and salary compression, the pay secrecy, Compensation alignment with Business. Trade Unions role in Wage and Salary Administration-Tax Planning.

### **CORE TEXT**

1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill
2. Henderson, R.O., compensation Management, Pearson Education.

### **REFERENCE BOOKS**

1. Martocchio, J.J., Strategic Compensation, Pearson Education.
2. Armstong, M and Murlis H, Reward Management, Kogan Page, UK.
3. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi.

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## **TALENT ACQUISITION AND DEVELOPMENT (E-HRM-10)**

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the concepts, principles and theories to equip them with the knowledge of activities in the organization related to acquiring, evaluating and developing the human resources.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Ability to design training and learning initiatives linked to business strategies
- Competency to implement organization design interventions
- Skill to implement strategies for employee career development
- Identify and match organizational needs and individual potential for better HRM practices.
- Ability to systematically approach workforce selection and development

### **UNIT I**

**8Hrs**

**INTRODUCTION:** Introduction-Meaning; Human Capital-Relationship between HRM and HRD; Functions of HRD: *Primary* - Training and Development, Organizational Development and Career Development. *Secondary functions* - Organizational Learning-Employee Mentoring; HRD alignment with Business. Concepts of HRD sub-systems, career development; performance appraisal; quality of work life; Training and development; HRD Matrix-organizational outcome of HRD. *OD* - Introduction, concept, definition, Objectives, characteristics, operational goals of OD, Phases of OD, Benefits.

### **UNIT II**

**12Hrs**

**TALENT ACQUISITION:** Human Resource Planning- Job Analysis, JD's and Job/Person Specifications; Overview of Competency Framework, Models and Behavioural Indicators; Recruitment and selection and its impact on the organization; Staffing Funnel; Recruitment method –Mass hiring technique -Campus Hiring, Job Fairs etc; Hiring for specific positions – advertisements, portals and placement consultants, Headhunters; Identify, attract and accessing the correct applicant pool; Effective candidate screening and short listing techniques; Selection processes and tools, Assessment Centres, and other assessment techniques; Ensuring positive

candidate experience as an effective branding tool; Tracking and reporting recruitment effectiveness, Leveraging technology; New hire on-boarding.

### **UNIT III**

**15 Hrs**

**TRAINING:** Introduction-Definition-Nature, Importance-Training need Identification-Task analysis; assessing training needs of new employees; Performance analysis; Determining the training needs of current employees; Training Objectives; Training process, Training techniques-Functional training; Behavioral Training; Induction Training; International Training; Recent trends in training-Audio-visual, Tele-training, video conferencing, programmed learning, computer based training, Multi-competency training/cross training/Multi skilling, Just in time Training. Other techniques of Management Development-On the Job-Coaching, Job Rotation, Job Enrichment, Understudy, Multiple Management. Off the Job-Case Method, Incident Method, Role Playing, In-Basket, Business Games, Sensitivity, Simulation, Grid Training, Conferences and Lectures. Designing training programs for Managerial skills and interpersonal skills development.

### **UNIT IV**

**15 Hrs**

**PERFORMANCE MANAGEMENT:** Introduction-Performance Planning for role clarity, accountability, effectiveness. Planning Individual Performances through performance appraisals-Key Performance Areas's and Performance Planning  
Using performance Management systems data/HRIS/performance Appraisal reports for HR Decisions and performance improvements--(Organizing company training programs, sponsoring executives for external training, Job Rotations, Career Development, Potential Development, Delegation, Performance Rewards, placements and transfers, promotions and change of duties)-Focusing on Team Performance for better results.

### **UNIT V**

**10 Hrs**

**CAREER PLANNING AND DEVELOPMENT:** Meaning, Need, Process; Succession Planning, Career Development Cycle, Career Marriages-Organization personality (5BP) Model. Advantages of Career Planning and Development-for Individuals-for Organizations-Self Development-Facilities for Self Development-Talent Retention Management techniques-Objectives, Techniques, Recent Trends

### **CORE TEXT**

1. UdaiPareek, T.V Rao,"Designing and Managing Human Resource Systems, Oxford & IBH Publishing.

## **RERERENCE BOOKS**

2. Biswajeetpattnayak, “Human Resource Management”, Prentice Hall
3. Dr Lalitha Balakrishnan, Srividhya S, “Human Resource Development”, Himalaya Publishing House

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**III SEMESTER  
OPEN ELECTIVE  
(OE-1) - LIFE STYLE MANAGEMENT**

**Total Hours 60**

**COURSE OBJECTIVE:**

To enable the students to understand different kinds of stress and stressors and learn to identify them in their lives and learn to cope with them. Besides, to understand the concept of women's wellness and get a good exposure to the many healing modalities...

**COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Acquire the ability to perceive Stress in life situations and learn the best ways to de-stress themselves.
- Acquire the knowledge and Skills of Yoga and use them to bring relief to psychosomatic problems.
- Acquire the knowledge of healing practices like right posture, stretches, aerobics, Pranayama, bio – feedback etc.
- Acquire the Organizational perspective on stress at workplace and in life and learn the ways to de-stress themselves in such situations.
- Get a holistic idea about Women's wellness and get an exposure to the theory and practice of Yoga, meditation, aerobics, acupressure, bio-feedback, progressive relaxation etc.

**UNIT I**

**10 Hrs**

**UNDERSTANDING STRESS:** Recognizing the Sources of Stress, major upheavals Vs minor hassles, Type A & B personalities, stress and your immune system, assessing your stress level, quick fixes, the relaxation response, understanding stress makes it less awesome.

**UNIT II**

**10 Hrs**

**IMPACT OF STRESS ON MIND AND BODY:** Physical response to stress, Anxiety and its effects on health, emotion and stress, psychosomatic approach to Yoga. Stress – The Threat from within.

### **UNIT III**

**10 Hrs**

**STRESS AT WORK PLACE:** On – the Job stressors, alleviating commuters’ stress, the right posture, deskbound stretching, lunch time aerobics, imaging, bio feedback. Developing a healthier attitude, handling negative thoughts, Managing Stress at home, headache and back pain relief, Yoga for relaxation, restful sleep position.

### **UNIT IV**

**15 Hrs**

**COPING WITH STRESS:** Coping with stress in life and at work, coping with stress – individual strategies, Organisational change and stress, stress management in organizations. Freedom from stress through balanced diet, excise pranayama – breath of life, Meditation – pathway to freedom.

### **UNIT V**

**15 Hrs**

**UNDERSTANDING HEALING MODALITIES:** Understanding Women’s Wellness, as a multidimensional concept encompassing physical, mental, emotional & spiritual health and wellbeing and women’s wellness can be attained through Yoga, meditation, Aerobic Exercise, Acupressure, bio-feedback, progressive relaxation, stretching, tai-chi.

### **CORE TEXT**

1. Managing Stress from Morning to Night. – Time Life Books, L.B. Publishers.
2. Stress Management through Yoga & Meditation - Pandit Shambhn Nath. – Sterling Publishers.

### **REFERENCE BOOKS**

1. Freedom from stress. A holistic approach - Phil Nuernberger. Himalayan International Institute of Yoga Science and philosophy publishers.
2. Welcome to wellness edited by Salonee priya – The ICFAI University press.
3. The relaxation response by Herbert Benson, William Morrow & Company.

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## (OE-2) - SOCIAL MEDIA MARKETING

**Total hours 60**

### **COURSE OBJECTIVE:**

This course enables and familiarize the students the underlying principles of social media marketing and to develop a successful social media strategy and implementation for effective customer engagement.

### **COURSE LEARNING OUTCOMES:**

On having completed this course students should be able to:

- Ability to create social media marketing plan for an organization
- Competency to seek transformational areas of business growth through social media marketing.
- Skilled to design and launch successful customer engagement campaigns
- Assimilate ethical and societal challenges associated with social media
- Learn about various social media platforms to provide exciting business possibilities

### **UNIT I**

**20 Hrs**

**INTRODUCTION TO SOCIAL MEDIA MARKETING AND SOCIAL MEDIA METRICS:** An Overview, The 21<sup>st</sup> Century Consumer, Meaning of Social Media, Elements of Social Media, Introduction to Social Media, The reason for Social Media Marketing, Impact of Social Media Marketing on the Industry, Customer Engagement Using Social Media, Insights of the Industry on Success Stories of Social Media, Big and Small Brands on Social Media, Social Media and The Consumer, Trends of Social Media Marketing, Overall Framework of Social Media, Legal Framework of Social Media

**Social Media Metrics** - Meaning of social media metrics, The Process of Social Media Metrics- Identifying Goals, Reaching to the audience, Recognizing sentiment, Triggering Action, Hearing the Conversation, Driving Business Outcomes, Social Media Analytics, Various methods of Measuring Social Media

### **UNIT II**

**5 Hrs**

**CONTENT CREATION AND CONTENT OUTREACH:** Introduction to Content creation, Impact of content for the organization and the consumer, Meaning of content outreach, Meaning of a Blog, History and Protocol of a Blog, Content Strategies, Building an Audience, Impact of Individual Branding Through Blogs

### **UNIT III**

**20 Hrs**

#### **TWITTER AND MICRO-BLOGGING, FACEBOOK, GOOGLE+ AND LINKEDLN:**

Meaning of Twitter, History, Impact of twitter, History, Twitter Used in the success of an organization, Measurability of the number of impressions on Twitter, Main Clients, Success Stories of using Twitter

Meaning of Facebook, Converting Likes and Friends to Products and Organizations, Impact of Facebook on Organizations, Engagement with Consumers Using Facebook as A Medium, Measurability of Likes and Shares for Revenue Contribution, User-Organization Interface.

Meaning of Google+, Usage of Google+, Research on Google+ and Its Impact on an Organization

Meaning of LinkedIn, Uses and Benefits, LinkedIn used as a tool for recruitment, Importance of a Professional Network, Benefits of an Organization Using LinkedIn as a tool in an organization

### **UNIT IV**

**5 Hrs**

**RATINGS AND REVIEWS:** An Overview, Meaning of Peer Review and Peer Ratings, Impact of Peer Reviews and Ratings for Product Success or Failure, Importance of Peer Reviews in Organizations, Peer Review to be used as a tool to formulate Strategies for the Organizations

### **UNIT V**

**10 Hrs**

#### **VIRTUAL WORLD, SOCIAL MEDIA STRATEGIES AND FUTURE OF SOCIAL MEDIA:**

Virtual World - Meaning of Virtual World, Second Life, Swarm Marketing, Virtual World and Its Influence on an Individual, Organizations and Virtual World

Social Media Strategies - Over view of a Strategy, Process of Formulation of Social Media Strategies, Impact of an Appropriate Social Media Strategy on the Product and the Organization, Industry Performance through Social Media Strategy

Future of Social Media- Future of Social Media, Harness Social media for more revenue, Research Insights on Various Industries on Social Media Marketing

### **CASE STUDIES**

1. Reliance Communication Brand Campaign - Virtual and Real
2. Pepsi IPL7 Creates Over 150 million impressions
3. Allen Solly's Influencer Campaign Delivers Good Engagement Results
4. How Max Burpa used Social Media to Make Health Insurance Fun and Received a Great Response
5. How Krispy Kreme Used Social Media to Boost Sales



6. How NASSCOM's 10,000 Start Ups Connected with 18k Young Entrepreneurs Using Social media
7. How Femina Generated Tremendous Social Media buzz by Crowdsourcing its Magazine Content

### **CORE TEXT**

1. Social Media Marketing - Micheal R Solomon, Tracy L Tuten, Pearson Publications, 2013 Edition
2. The Social Media Bible: Tactics. Tools and Strategies for Business Success- Lon Safko, John Wiley & Sons, 2010 Edition

### **REFERENCE BOOKS**

1. The Social Media Marketing Book - Dan Zarrella, O'Reilley Media Publications
2. Online Consumer Behaviour- Theory and Research in Social Media, Advertising and E-tail,- Angeline G.Close, Taylor and Francis Group of Publications

### **INTERNET RESOURCES**

1. <http://smartblogs.com/social-media/>
2. <http://www.whosbloggingwhat.com/>
3. <http://www.hubspot.com/free-marketing-resources>
4. <http://heidicohen.com/how-social-media-has-changed-marketing%E2%80%99s-4ps/>
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