

Jyoti Nivas College Autonomous

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GUIDELINES & SYLLABUS

MASTERS IN BUSINESS ADMINISTRATION

(M.B.A)

(Choice Based Credit System)

ACADEMIC YEAR 2020-21 ONWARDS

OBJECTIVES OF THE COURSE

- ❖ To provide learners up-to-date knowledge and intuitive insights into business and management theories and practice, in the ever-changing business scenario.
- ❖ To equip students with the knowledge of using business software, quantitative tools and analytical skills that will help them in decision making.
- ❖ To stimulate creative thinking with a spirit of innovation and entrepreneurship. To foster the sharing of ideas and collaborate in the development of human relations.
- ❖ To assist learners as they develop into competent leaders, committed to quality and excellence and to enhance their capability of contributing to national development
- ❖ To develop a holistic view of education focusing on the intellectual, emotional, legal, ethical, 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 COURSE

The duration of the course 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, and 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 3rd 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 paper 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 COURSE MATRIX

SEMESTER-I

Course Code	Subject (Each Paper 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 Soft Core (45 Hrs)	3	70	30	100	3
	Total	27	490	210	700	27

SEMESTER-II

Course No.	Subject (Each Paper 60 Hrs)	Teaching Hrs/week	ESE	CIA	Total Marks	Total Credits
MBA-2.1	Corporate Governance, risk Management and Control	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	3	70	30	100	3
	Soft Core (45 Hrs)					
	Total	27	490	210	700	27

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

Course No.	Subject (Each Paper 60 Hrs)	Teaching Hrs/week	ESE	CIA	Total Marks	Total Credits
MBA-3.1	Global Environment for business	4	70	30	100	4
MBA-3.2	Management Information System	4	70	30	100	4
MBA-3.3	Electives : Finance	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
MBA-3.4	Elective : Marketing	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
MBA-3.5	Elective : Human resources	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
MBA-3.6	Summer Internship** Project Report Viva Voce		100 100		100 100	8
MBA-3.7	OPEN ELECTIVE*	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
	Total	28	690	210	900	36

***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 papers + 4 Electives (2 HR & 2 Finance / 2 HR & 2 Marketing / 2 Finance & 2 Marketing)

Course No.	Subject (Each Paper 60 Hrs)	Teaching Hrs/week	ESE	CIA	Total Marks	Total Credits
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	Elective : Finance	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
MBA-4.4	Elective : Marketing	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
MBA-4.5	Elective : HRM	4 (per paper)	70 (per paper)	30 (per paper)	100 (per paper)	4 (per paper)
	Total	24	420	180	600	24

Semester	Total Marks	Total Credits
I	700	27
II	700	27
III	900	36
IV	600	24
Grand Total	2900	114

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

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

OBJECTIVES:

- To provide insight into behavioural aspects of individuals working in an organisation.
- To understand, describe and predict human behaviour at work place.
- To help the students to use OB as a tool in recruitment and training process.
- To familiarize the motivational theories applied in different organisations.
- To provide students with conceptual process of functions of management.

OUTCOMES

The students will be able to think beyond self and effectively handle human behaviour issues

UNIT I

5 Hrs

WHAT IS OB? Define Organizational Behaviour, Disciplines That Contribute to the OB Field, Challenges and Opportunities for OB, Developing an OB Model-OB Modification.

UNIT II

12 Hrs

PERSONALITY AND VALUES: Define Personality, 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, Does Behaviour Always Follow from Attitudes? Major Job Attitudes? Measuring Job Satisfaction, What Causes Job Satisfaction? The 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 (LMX) Theory, Decision Theory: Vroom and Yetton's Leader-Participation Model, Inspirational Approaches to Leadership, 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

WHAT IS MANAGEMENT? Define Management? What Managers Do – Management Functions, Process, Management Roles, and Management Skills- **Planning** - Define 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, 13th Edition
3. Management, Stephen P Robbins, Pearson, 2003

REFERENCE BOOKS

1. Organizational Behaviours, Luthans F., New York, McGraw Hill, 1998, 8th edition.
2. Fundamentals of Organisational Behaviour, Carrell M.R, Tennings D.F. and Heavrin C, Prentice Hall International, Inc. 1997.
3. Organisation Theory and Behaviour, Singh BP and Chhabra T.N, 2nd ed. 1998.
4. Human Behaviour at work, Davis K., Tata McGraw Hill
5. Organizational Behaviour, Sekaran Uma, Tata McGraw Hill, 1997.

MBA-1.2 ECONOMICS FOR MANAGERS

Total hours 60

OBJECTIVES

- To make the students aware of the various economic theories and principles
- To equip them with the required tools and techniques for improving their decision making skills.

OUTCOMES

The student must have micro and macro-economic perspective to understand the under pinning of management.

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.

UNIT V

20 Hrs

FACTOR MARKET AND FACTOR PRICING

Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.

MACROECONOMIC ANALYSIS AND POLICY

National Income: Concept and measurement, Circular flow of economic activities, Keynesian analysis: Keynesian theory of employment, 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.

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

MBA – 1.3: ACCOUNTING FOR MANAGERS

Total hours 60

OBJECTIVES

- To provide insight into the fundamental concepts in accounting, preparation of journal, ledger, trial balance and final accounts
- To prepare students in the process of financial statements analysis
- To make students learn the preparation of cost sheet, tenders and quotations
- To make students learn the preparation of cash flow statement
- To help students in the preparation of various budgets

OUTCOMES

- ✓ To enable the students gain knowledge about concepts, principles and techniques of accounting.
- ✓ To enable the students use financial and cost data in planning, decision making and control.

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 THEIR ANALYSIS: Understanding Financial Statements - Analysis of Financial Statements –Common size income statement, Common size Balance Sheet, Comparative Income statement, Comparative Balance Sheet, Trend Analysis

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

MBA-1.4 QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

Total hours 60

OBJECTIVES

- To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics.
- To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at different levels.
- To impart knowledge in concepts and tools of OR and QT. - To help students apply these tools in managerial decision making.

OUTCOMES

Students will achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.

UNIT I

5 Hrs

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

UNIT II

20 Hrs

HYPOTHESIS TESTING: 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 III

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 IV

15 Hrs

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.

UNIT V

10 Hrs

NETWORK ANALYSIS: Phases, objectives, basic rules, PERT and CPM techniques, critical path and float analysis, probabilities in PERT analysis, project crashing 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, 7th Edition
2. Introduction to Operations research, Kothari CR, Vikas, 3rd 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

MBA-1.5 BUSINESS LAW

Total hours 60

OBJECTIVES

- The Course is designed to provide adequate knowledge of Business Laws in the market economy
- It helps students to understand the business laws in the light of Constitutional guidelines
- To provide an insight into companies act 2013 and law of contract
- To understand and enable in judicial pronouncements related to business laws
- It encourages students to integrate international law relating to business laws in India.

OUTCOMES

Students gained knowledge in business laws, International law, negotiable instruments and Intellectual Property Rights

UNIT I

2 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

12 Hrs

LAW OF CONTRACT ACT: General Principles of Contract, Classification of agreement, 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

12 Hrs

CORPORATE LAWS: Introduction to Companies Act, 2013, **One Person Companies (OPC):** Concept & its applicability, features of the OPC, Advantages and disadvantages of OPC.

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

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

Corporate Social Responsibility: CSR concept and history in India, legal scope of the CSR process and its Impact on the society

Registered Valuer: The concept of the Registered Valuer, scope and applicability to the Corporate, **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,

Rotation of Auditors: Appointment of Auditors and the criteria for reappointment, restrictions in appointing firms as auditors, **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.

Regulators: National Company Law Tribunal, Constitution of NCLT, National Financial Reporting Authority, constitution of NFRA, powers and responsibilities of the Authority, Serious Fraud Investigation Office, constitution function and powers of SFIO, **Committee of the Board:** Audit Committee, constitution, functions and Powers of the Committee, Nomination and Remuneration Committee, constitution, functions and powers of the Committees, Corporate Social Responsibility Committee, criteria for Constituting the Committee, functions and powers of the Committee

Unit IV

18 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 1986: Consumer Rights, Redressal of Consumer Grievances, Monopolistic, Unfair and Restrictive Trade Practice.

UNIT V

16 Hrs

MEANING AND SIGNIFICANCE OF INTELLECTUAL PROPERTY LAWS/LEGISLATION 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: Need for Cyber Law, Cyber Jurisprudence at Indian Level, Cyber Crimes and Legal framework.

Computers and its Impact in Society, Overview of Computer and Web Technology.

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

MBA – 1.6 MANAGERIAL COMMUNICATION

Total hours 60

OBJECTIVES

- To impart knowledge about communication theory
- To understand the barriers of communication
- To aim and develop skills on effective communication both verbal and non verbal
- To provide an impact of effective communication evoking positive response from the target individual / group
- To create a business ambience much required for sustenance and growth in the rapidly changing and competitive environment

OUTCOMES

At the end of this course, students will have the clarity about communication skills to be used in organizations.

UNIT I

08 Hrs

MEANING: Purpose and functions of communication; the importance of communication, Principles of Effective Communication (7C's of Effective Communication), forms of communication in business, (Formal and Informal: Internal and External; Vertical and Horizontal; Verbal and Non Verbal; Oral and Written. Objectives of Upward, Downward and Horizontal Communication), the 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

WRITING: 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

14 Hrs

WRITING PERSUASIVE REQUESTS AND SALES MESSAGES:

Sales Letters and emails, Preparing Job Application Documents (in letter as well as in email format): Resume, 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.

UNIT V

14 Hrs

BASICS OF REPORT WRITING: Types of reports, contents of a long report and contents of short report, the planning and placement of graphics- types of Textual graphics-types of Visual graphics, Common errors in constructing and using graphics.

CORE TEXT

1. Business communication, Lesikar and Flatley, McGraw-Hill Publishing, 10th Edition

REFERENCE BOOKS

1. Business Communication Process and Product, Mary Ellen Guffey, Thomson South Western, 5th edition
2. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education, 2004, 1st Edition
3. Contemporary Business communication, Scot Ober, Houghton Mifflin, 2006, 6th Edition
4. Advanced Business Communication, Penrose, Raspberry & Myers Thomson Learning, 1989

MBA -1.7 INNOVATION MANAGEMENT (Soft core)

Total hours 45

OBJECTIVES

- To provide students with conceptual process innovation of management.
- To appraise on the value of innovation.
- To impart skills of innovation to management students.
- To enable students to think and work innovatively.
- To imbibe and nurture creativity in every student.

OUTCOMES

It enables a student to nurture the creative capabilities and to encourage them for coming up with new ideas for their future work environment in workflows, methodologies and also to maintain competitiveness.

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

5 Hrs

IPR & BUSINESS PLAN: Intellectual property rights (IPR), Importance, Role of IP in Innovation and new product, various tools of IPR, Legal aspects & Business Plan Development for new startups (Basic)

UNIT IV

8 Hrs

EVALUATION OF INNOVATION: Effectiveness evaluation, integration of risks factors influencing economic effectiveness. Post implementation analysis of innovation projects.

UNIT V

8 Hrs

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

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.

SEMESTER-II

MBA -2.1: CORPORATE GOVERNANCE, RISK MANAGEMENT AND CONTROL

Total hours 60

OBJECTIVES

- To understand core business ethics issues and ethical concepts relevant to resolving moral issues in business.
- To familiarize oneself with the theory and practice of managing ethics in organizations.
- To read and make a critique of texts on Business Ethics.
- To develop expository and argumentation skills, both orally and in writing.
- To enhance responsibility and accountability towards business and community through ethical conduct

OUTCOMES

Students would be able to learn issues usually addressed by corporate governance structures, summarise recent scandals and the regulatory structure and other drivers of corporate governance and also risk management.

UNIT I

18 Hrs

CORPORATE GOVERNANCE: Meaning of Corporate Governance: Difference between Governance and Management. Initiative under Cadbury Committee for Corporate Governance in UK. Initiative under Indian Laws for protecting Investor relations by Corporate Governance, study of the reports on CG by K M Birla Committee, Naresh Chandra Committee, N R Narayana Murthy Committee and J J Irani Committee, CG and the global Overview, **Strengthening Corporate Governance:** Role and composition of the board, remuneration of directors and senior executives, Rights and responsibilities of shareholders Ownership of independent directors, **Corporate Social Responsibility:** Introduction to CSR, advantages and scope, CG and CSR, Corporate Governance Rating.

UNIT II

8 Hrs

BUSINESS ETHICS: Definition & nature, Morals and values, distinction between values and ethics, Characteristics of ethical problems in management, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics.

UNIT III

14 Hrs

MANAGEMENT OF ETHICS: Ethics analysis [Hosmer model]; Steps or considerations in resolving ethical dilemma; Ethics in practice - professional ethics for functional managers; Comparative ethical behaviour of managers; Code of ethics; Overview of Creative Accounting-

Its role in business scandals; Cost of ethics in Corporate ethics evaluation. Whistle blowing.

UNIT IV

10 Hrs

Definition of Risk, Up-side/Down Side Risk, Types of Risks, Risk Committee, Risk Manager, Risk Register, Risk Control methodology, Laws of Anti-corruption/Bribery, Internal financial controls and the Risk Management

UNIT-V

10 Hrs

Enterprise Risk Management, Basics of COSO Framework, Risk Management Process, Corporate Scandals and the Risk Mitigation methods.

CASE STUDY

Corporate Social Responsibility cases needs to be given for better understanding.

CORE TEXT

1. "The Ethics of Management" by Larue Tone Hosmer, Richard D. Irwin Inc.
2. "Management Ethics - integrity at work" by Joseph A. Petrick and John F. Quinn, Response Books: New Delhi.
3. "Ethics in Management" by S.A. Sherlekar, Himalaya Publishing House.
4. Business Ethics & Corporate Governance- A.C.Fernando

REFERENCE BOOKS

1. "Business Ethics" by W.H. Shaw.
2. Sturdevant, F.D. - Business and Society – A Managerial Approach.
3. Das gupta & Sangupta – Government and Business in India
4. Kuthials, S.K. - from tradition to Modernity.
5. Panchanedikar & Panchanedikar – Determinants of Social structure and Social change in India and other papers.
6. Tandon, B.C - Environment and Entrepreneur.
7. Adhikari, M. - Economics Environment of Business.
8. Davis, Kaith and Blostorm, Robert- Business and its Environment.
9. Beeslory, Michel and Evens – Corporate Social Responsibility.
10. Human Values –S K Chakraborty.

MBA – 2.2 MARKETING FOR CUSTOMER EXPERIENCE

Total hours 60

OBJECTIVES

- To give an overview of marketing management in the 21st century
- To help students get the various concepts of marketing and its applicability in the real world scenario
- To understand Segmenting, Targeting, Positioning, its analysis and how it helps an organization makes strategic decisions.
- To understand the concept of Product Life Cycle and new product development and how it has facilitated the success or failure of an organization.
- To understand the evaluation of marketing efforts and how it helps the organization for revenue generation and maximization of profits.

OUTCOMES

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

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. How Business and Marketing Are Changing.

THE MARKETING ENVIRONMENT: Analyzing Needs and Trends in the Micro environment, Identifying and responding to the Major Microenvironment Forces - The Company, Suppliers, Marketing Intermediaries, Competitors, Publics, & Customers. The Company's Macro Environment: Demographic Environment, Economic Environment, Natural Environment, Technological Environment, Political & Social Environment, Cultural Environment.

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, how Channel Members add Value; Number of Channel Levels Channel Behavior & Organization: Channel Behavior; Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Distribution Systems

INTEGRATED MARKETING COMMUNICATIONS: 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; New Digital Direct Marketing Technologies Online Marketing: Marketing on the Internet; Online Marketing domains; The Promise & Challenges of Online Marketing, Socially Responsible Marketing , The future of 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.

MBA -2.3: FINANCIAL MANAGEMENT

Total hours 60

OBJECTIVES

- To make the students aware of the functions and responsibilities of finance department in a corporate
- To explain various techniques of evaluation of investment proposals
- to expose the students with the key decision areas of investment decision, dividend decision & financing decision
- To explain the critical factors involved in deciding the capital structure
- To provide insight into the corporate expansion and corporate failure

OUTCOMES

The student would learn to identify financial challenges, tools and techniques for decisions, prepare financial plan and would get a glimpse of practices.

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.

(B)LONG – TERM INVESTMENT DECISIONS AND CAPITAL BUDGETING: Techniques of Capital Budgeting. Risk Analysis in Capital Budgeting. Capital budgeting under the conditions of Capital rationing and inflationary conditions. Cost of Capital: Cost of debt, Cost of preference shares, Cost of equity, weighted average cost of capital, Average and marginal cost of capital.

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

10 Hrs

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

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

UNIT IV**12 Hrs**

FINANCIAL ANALYSIS AND PLANNING: Financial Statements, Financial Ratio Analysis, Break even analysis, Operating and Financial leverage

UNIT V**08 Hrs**

CORPORATE EXPANSION AND CORPORATE FAILURE: Corporate Expansion: Types of Merges & Acquisition, Factors behind Expansion. Corporate Failure: Meaning, symptoms, Ways to handle failure.

CORE TEXT

1. Financial Management: Text and Problems, M.Y. Khan & P.K. Jain, 2008
2. Essential of Financial Management, I.M. Pandey, 2003

REFERENCE BOOKS

1. Financial Management, I.M. Pandey , 2004
2. Financial Management & Policy, V.K. Bhalla,2008
3. Financial Management, P. Chandra ,2004
4. Financial Management, M.Y. Khan, 2007

MBA-2.4: PRODUCTION AND OPERATIONS MANAGEMENT

Total hours 60

OBJECTIVES

- To familiarize the students with the concepts of production and operations management
- To discuss on factory location and different layouts of organizations
- To provide an insight into Quality control and assurance
- To introduce the students to inventory and master production scheduling, functions of scheduling, scheduling procedures

OUTCOMES

The students will have better insight in to production and operations management activities and the related concepts.

UNIT I

7 Hrs

Nature and Scope of Production and operations Management, its relationship with other Systems in Organizations, Functions of Production and material management, Types of production Systems. Forecasting as a planning tool, Forecasting types and methods. Introduction to project life cycle concept, management.

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

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; 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, Quality improvement and cost reduction – 7QC tools and 7 new QC tools, Introduction to the current ISO 9000 and QS 9000.

UNIT IV**15 Hrs**

Meaning of Productivity and different types of productivity like productivity in R&D, HR, Materials, Finance, Planning and Control in Mass Production, Job type

Materials Management: Role of Materials Management – materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of Purchase Professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

UNIT V**12 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 and KAISEN

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

MBA – 2.5: HUMAN RESOURCE MANAGEMENT

Total hours 60

OBJECTIVES

- To familiarize the students with HR concepts
- To make the students understand the principles, and practices relating to human resource management
- To understand the Job Evaluation- meaning- methods
- To determine different pay rates, steps, salary structure and how to price managerial jobs
- To enable and equip the students with people management skills.

OUTCOME

The students will be able to think beyond self and effectively handle human behavior issues.

UNIT I

10 Hrs

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (HRM): Meaning, definition, features and activities of Human Resource Management in a changing environment - Brief history on the evolution of HRM - Challenges of Human Resource Management, Human Resource Management System; Human Resource Information System(HRIS)(concept only).

UNIT II

20 Hrs

MANPOWER MANAGEMENT: Corporate objective and Human Resource Planning- Meaning – steps in human resource planning; Job analysis process- Job description, job specification – approaches to job design- job enlargement, job enrichment: job rotation. Manpower Search- advertising- internal and external sources- advantages and disadvantages; selecting human resources- selection process; Induction and socialization; Analysis of training needs, Manpower training and development, the training program- implementing the training programme- non managerial and managerial training methods- evaluating the training program.

UNIT III

14 Hrs

COMPENSATION MANAGEMENT: 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, who appraises- methods – appraisal interviews

UNIT IV

8 Hrs

INDUSTRIAL RELATIONS: Industrial Relations- Meaning – systems approach to Industrial Relations- factors; trade unions, industrial conflict- impact – causes- need for dispute prevention and settlement- employee empowerment-retention (meaning)

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. Managing Human Resources, Bohlander & Snell, Thompson Southwestern, 14th edition.
2. Human Resource Management, Gary Dessler, Pearson Education, 10th edition.
3. Human Resource Management, Robert Mathis and John Jackson, Thompson Southwestern, 11th edition.

REFERECNCE BOOKS

1. Personnel Management and Human Resource Management, C.S.Venkata Ratnam et al., Tata McGraw Hill, New Delhi.
2. Personnel Management, Monappa and Sayadain. Tata McGraw Hill, New Delhi.
3. Human Resource Management, De Cenzo and Robbins, John Wiley, New York
4. Managing Human Resources: Productivity, Quality of Work, Life, Profits, Casico W.F. Tata McGraw Hill, New York, 7th edition, 2006.
5. Designing and Managing Human Resource Management, Parikh U. and Rao T.V., Wiley, New Delhi, 1984
6. Human Resource and Personnel Management, Aswathappa. K, Tata McGraw Hill, New Delhi, 3rd edition.

MBA-2.6 MANAGERIAL RESEARCH METHODS

Total hours 60

OBJECTIVES

- To instil a comprehensive and step-wise understanding of the research process with a balanced blend of theory and applicative technique.
- To familiarize students with the types of management problems of organizations.
- To facilitate them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

OUTCOMES

Students will be aware of the steps for carrying out a research within a business context, and be able to apply the concepts successfully in solving a business problem.

UNIT I

7 Hrs

Definition, Nature and role of Management Research, Types of Research based on Purpose, Process, Outcome, Nature, Action and Logic, Research concepts, constructs, propositions and hypotheses, Features of a good Research Study, Research Process, and Ethical issues.

UNIT II

15 Hrs

Identification and Selection of the Problem, Definition, and Statement of the Problem, Evaluation of the Problem, Criteria and sources for identifying the problem, process of defining the problem.

Nature, Definition and Characteristics of Good Hypothesis, types of hypothesis. Formulation and testing of hypothesis. The Design of Research, Meaning, Need, dimensions, and process, types of research design.

Scales of Measurement, Classification of Scales - Single Item v/s Multi Item Scales, Comparative v/s Non-Comparative scales, Continuous Rating Scales; Criteria for Good Measurement

UNIT III

10 Hrs

Criteria for Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure, Pilot test, validity and reliability of Questionnaire, interview schedule

Primary Data Collection, Classification of Survey methods, Evaluation Criteria for Survey Methods; Observation Techniques, Classification of Observation Methods, Advantages and Limitations of Observation Techniques.

Secondary Data Collection, Classification of Secondary Data Sources, Evaluation of Secondary Data, Roadmap to use Secondary Data, Benefits and Drawbacks of Secondary data
Qualitative methods, Methods, Focus Group Method, Personal Interview Method, and Projective Techniques.

UNIT IV

15 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. Data Preparation, Field Validation, Data editing, Coding, Content Analysis, Classification, and Tabulation of Data.

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

UNIT V

13 Hrs

Types of Research Report, Report Structure, Report Writing: Report Formulation, Guidelines for effective Documentation and visual representation (Graphs) and Research Briefing –Oral Presentation.

CASE STUDY

CORE TEXT

1. Business Research methods , Zikmund William, Thompson South western, 7 Edition
2. Methodology for research in Social sciences, O.R. Krishnaswami & M. Ranganatham,, Himalaya Publishing, Second revised re print
3. Deepak Chawla, NeenaSondhi, “Research Methodology concepts and Cases”, Vikas Publishing House Pvt Ltd
4. William Zikmund, “Business Research Methods”, Thomson South-Western.
5. O.P Krishnaswami, M Ranganatham, Methodology of research in Social Sciences

REFERENCE BOOKS:

1. Research Methodology, C R Kothari, New Age International Publishers, 2nd edition.
2. Marketing Research, Maresh K Malthotra, Pearson Education Asia.

MBA -2.7: WELLNESS STRATEGIES FOR MANAGERS

Total hours 45

OBJECTIVES:

- 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.
- To understand the concept of employee engagement, in order to achieve stress-free work experience and to help employees to achieve work life balance.
- To enable students to understand the importance of balancing the energies of Body, Mind and Emotions.
- To enable the students to learn the strategies and activities to help employees cope with stress at work place.
- To give a good exposure to stress management in organizations.
- To enable students to understand the concept of women's wellness in corporate sector.

OUTCOMES:

- Students 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.
- Students 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.
- Students learn about the concept of women's wellness and the ways to help them achieve the much needed work-life balance.

UNIT I

6 Hrs

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

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.

UNIT III

6 Hrs

Stress and stress related illness, post traumatic stress disorders, 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-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.

Coping with stress in life and at work -- 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 health and wellness as a multi-dimensional concept encompassing physical, mental, emotional, spiritual health and well-being, that can be attained through 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 Schriener, Orient paperbacks

SEMESTER-III

MBA – 3.1 GLOBAL ENVIRONMENT FOR BUSINESS

Total hours 60

OBJECTIVES

- To provide the students with concepts & principles that govern international business
- To make students learn how business organizations operate in an international environment
- To discuss the external influences on global business, role of the government, and international trade organizations in the internationalization process
- To understand and discuss the various functions that are unique to running global businesses.

OUTCOMES

The students will be aware of the dynamics related to doing business internationally.

UNIT I

12Hrs

GLOBAL ENVIRONMENT FOR BUSINESS: AN OVERVIEW: Why 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 Economic Environment: An Economic Description of Countries, Key Macroeconomic Issues Affecting Business Strategy, Transition to a Market Economy. The Technological Environment (in brief)

UNIT II

12Hrs

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.

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

UNIT III**10 Hrs****INTERNATIONAL TRADE, 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 STUDY**CORE TEXT**

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

REFERENCE BOOKS

1. International Business, OdedShenkarYadong Luo, John Wiley & Co., 2004
2. International Business Text and Cases, Francis Cherunilam, PHI , 4th edition
3. Global Business Today, Charles W.L. Hill, Tata McGraw Hill, 5th edition.
4. International Business: An integrated approach, Wild J. John, Wild L. Keneth and Han C. Y. Jerry, Prentice Hall International, 2 edition.
5. International Business, Alan M. Rugman and Richard M.Hodgett, Pearson Education, 3/e

MBA – 3.2 MANAGEMENT INFORMATION SYSTEM

Total hours 60

OBJECTIVES

- To appreciate the strength of systematic combination of data
- To recognize and understand different analytical models
- To enable the students to understand different approaches in systems development life cycle
- To discuss on the software programs in arriving at management decisions
- To provide insights on telecommunication systems

OUTCOMES

Students will gain the skills required to navigate through the complexities of managing data and also become the appreciators of technological environment.

UNIT I

10 Hrs

BUSINESS IN THE INFORMATION AGE: Pressures and Responses of an organization, 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.

UNIT II

16 Hrs

TYPES OF INFORMATION SYSTEM AND DATABASE: Transaction processing system(TPS) ; Information reporting system ; decision support system(DSS); executive support system(ESS) ; Expert system(ES); introduction to database concepts and database: traditional file system, database approach, DB architecture, DBMS: data, procedures, people, languages, models: simple concept of E-R model, Relational model (RDBMS).

UNIT III

16 Hrs

BUILDING INFORMATION SYSTEM: Introduction; data flow diagram (DFD); traditional flowchart; structured charts; design output for users; output design rules and selected examples.

UNIT IV

8 Hrs

APPROACH TO INFORMATION SYSTEM DEVELOPMENT: process oriented and data oriented approach, systems development life cycle (SDLC), traditional system development life cycle approach, prototype approach, rapid application development (RAD) and joint application design (JAD).

UNIT V

10 Hrs

TELECOMMUNICATION AND NETWORKING: Introduction to Telecommunication; Modem; network devices and facilities; network architecture: host based, client based and client-server based, standards: network models (ISO-OSI), seven layer standard and protocols: TCP/IP, UDP, SMTP, POP, FTP, HTTP; Topology; Linear bus, Star and Tree, scale wise topology: LAN, WAN; End-user computing and development management of information system.

CORE TEXT

1. Management Information system, managing the digital firm, Loudon & Loudon, Pearson education, 8th edition, 2004.
2. Management Information System, Managing IT in the business enterprise, James O'Brien, Tata McGraw Hill, 6th edition, 2004.
3. Management Information System, Jaiswal & Mital, Oxford University Press, 1st
4. Edition, 2004.

REFERENCE BOOKS

1. Management Information System, conceptual foundation, structure and development, David Olson, Tata McGraw Hill, 2nd edition, 1984.
2. Management Information System, Jawadekar W.S., Tata McGraw Hill, 2nd edition, 2005.
3. MIS concept and application, D.P Goyal, Deep& Deep Publications, 1998.
4. MIS text and application, C.S.V Murthy, 3rd edition, 2002, Himalaya Publishing House.
5. MIS, A computer oriented approach for business operations, Dharminder Bimal and Sangeetha Gupta, Excel books, 1st edition, 2006.
6. Management Information System, Arora and Bhatia, Excel books, 1st edition, 2005

SEMESTER-IV

MBA - 4.1: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Total hours 60

OBJECTIVES

- To help students develop a macro perspective of the overall management of the enterprise
- To make the students understand, how the top management takes the decisions
- To elaborate on Value Chain Analysis
- To focus on the opportunities and threats posed by the environment
- To focus on functional and strategic level decisions

OUTCOMES

It helps the students to formulate the best strategy for reaching to the superior return and thereby getting a world-class understanding of business policies

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: Social Responsibilities of Business: importance, arguments for and against, Corporate Governance - Board of Directors, Introduction to the Birla Committee on Corporate Governance

UNIT II

12 Hrs

THE 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, 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)

UNIT V

10 Hrs

STRATEGIC LEADERSHIP: 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

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.

MBA – 4.2 ENTREPRENEURSHIP DEVELOPMENT

Total hours 60

OBJECTIVES

- To inculcate the spirit of entrepreneurship in students
- To encourage the students to become employers instead of employees.
- To make the students understand the challenges and opportunities for entrepreneurship
- To help the students understand how they can seek financial assistance for their new start-ups
- To examine the requirements of leadership qualities for entrepreneurship

OUTCOMES

Students should be aware about alternative to jobs and employment and also understand the challenges and opportunities in setting up a new venture.

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 10 deadly mistakes of entrepreneurship; how to avoid the pitfalls

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.

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. Perspective of Social Entrepreneurship. 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. Jeffrey .A.Timmons& Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill.
3. Dr.ArunaKaulgud, Entrepreneurship Management, Thomson.
4. Mandal.S.K, Ethics in Business and Corporate Governance, Tata McGraw Hill.
5. Vasant Desai, 'Dynamics of Entrepreneurial Development and Management' Himalaya Publishers

ELECTIVES

FINANCIAL MANAGEMENT

ADVANCED FINANCIAL MANAGEMENT (E-FM-1)

Total hours 60

OBJECTIVES

- To acquaint the students with the various sources of working capital available for corporate
- To make the students aware of the cash control and cash management techniques
- To assist students in strategic financial decisions & formulation of capital structure
- To make the students familiar with the various dividend theories
- To prepare the students in the prevention or avoidance of financial sickness

OUTCOMES

Students will gain knowledge on to evaluate the impact of financial decisions on the strategic direction of the organization and to evaluate complex investment appraisal situations and appreciate the importance of the cash management and how the capital structure chosen will impact upon this

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, 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, 2004
2. Financial Management, M.Y. Khan & P.K. Jain, TMH, 4/e, 2004
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, 2005
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, 2004
5. Corporate Finance – Theory & Practice, Ashwath Damodaran, John Wiley, 2003
6. Cases in Financial Management, Pandey & Bhatt, TMH, 2/e, 2003

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

Total hours 60

OBJECTIVES

- To provide students with a conceptual and analytical frame work of evaluating different financial instruments, their risk and returns
- To provide them with a broad understanding of strategies related to managing funds.
- To familiarize students with Portfolio Management techniques
- To familiarize the students with the financial derivatives
- To bring into the light the applications of fundamental and technical analysis

OUTCOMES

By the end of this course, a student would learn how to define investment goals and constraints, identifying investment alternatives, choosing the best / suitable alternatives, how to construct a portfolio and Portfolio management.

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.

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

UNIT IV

18 Hrs

MODERN PORTFOLIO THEORY: Markowitz Diversification model, Dominant & Efficient portfolio, Selecting an Optimal portfolio, Capital Allocation between risky & risk free assets-Utility analysis, Sharpe's Model (Market Model) - Determination of Corner portfolio.

CAPM Model – Security Market Line, Capital Market Line, Arbitrage Pricing Theory, Single Factor and Multi-Factor Model (Theory Only)

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, 2005
2. Investments, Zvi Bodie, Alex Kane & Alan J Marcus, TMH, 6th Edition, 2005
3. Security Analysis & Portfolio Management, Fisher and Jordan (PHI), 3/e

REFERENCE BOOKS

1. Investment Management , VK Bhalla, S.Chand & Co, 2008
2. Securities Analysis & Portfolio Management, V A Avadhani, HPH, 2003
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas, 2/e, 2005
4. Mutual funds in India: Emerging issues, Nalini Prava Tripathy, Excel Books, 2007

RISK MANAGEMENT MBA (E-FM-3)

Total hours 60

OBJECTIVES

- To familiarize the students with the risk evaluation & risk management techniques
- To enable students to learn to manage risk through futures and options
- To make students learn Hedging using options
- To develop a thorough understanding of Interest Rate Markets
- To provide insights about Swaps & Value at Risk

OUTCOMES

Students would gain exposure on to evaluate the risks of a company and the techniques required to manage this 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 rates, 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

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

Total hours 60

OBJECTIVES

- To provide the understanding of functioning of merchant banking
- To provide an in-depth understanding of the financial services such as fee based and fund based services
- To enable the students to have exposure to instruments issued for raising funds in global markets
- To familiarize the students with the money markets in India
- To provide conceptual & practical insights into debt securitisation and lease financing

OUTCOMES

Students will understand merchant banking and various financial services and their future and also a deep understanding on Factoring, credit rating and its regulatory and get familiarized with Mutual Funds.

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)

UNIT IV

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

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

Total hours 60

OBJECTIVES

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

OUTCOMES

At the end of the courses, the students must have better insight into project planning, appraisal and project management.

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

INTERNATIONAL FINANCIAL MANAGEMENT (E-FM-6)

OBJECTIVES

- To provide an understanding of international financial environment
- To provide students with a conceptual framework of how financial decisions are made in a multinational company
- to familiarize students with unique economic factors that challenge a financial manager in the international context and changing scenario
- To explain the functioning of international financial markets
- To familiarize the students with the foreign exchange rate determination

OUTCOMES

By the end of this course, a student would 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

UNIT 1

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 2

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 3

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 4

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 5

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 -

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

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

(E-FM-7)

Total hours 60

OBJECTIVES

- To facilitate students with the understanding of corporate mergers and acquisitions
- To examine the role of mergers & acquisitions in maximizing shareholders' value
- To provide students with an overview on the different types of corporate restructuring.
- To explain the legal aspects of mergers and acquisitions
- To provide insights into Takeovers

OUTCOMES

Students will 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.

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

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.

TAXATION (E- FM-8)

Total hours 60

OBJECTIVES

- To develop the ability among students to compute taxable income under the heads - salaries, profits & gains of business and profession and capital gains
- To familiarize the students with GST
- To develop the ability among students to calculate the tax liability of company.

OUTCOMES

Students will get 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.

UNIT 1

5 Hrs

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

UNIT 2

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 (problems with exemptions)
- e. Income from other sources (theory)

UNIT 3

20 Hrs

Computation of taxable income of companies, tax liability, MAT

UNIT 4

6 Hrs

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

UNIT 5

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, 13/e
3. Vinod Singhanian- Students Guide to Income Tax – Taxman Publications, 37/e
4. V S Datey – Indirect Taxes – Taxman Publications, 2009
5. B.B. Lal & N. Vashist –Direct Taxes,Pearson–New Delhi.

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.

COMMODITY DERIVATIVES (E-FM--9)

Total Hours 60

OBJECTIVES

- To provide a thorough analysis of commodity markets , how they differ from bond and stock markets
- To make the students familiar with the functioning of commodity Exchanges
- To acquaint the students with the trading strategies.
- To provide an insight into the framework of Commodity futures & options
- to update students with the recent trends in commodity markets

OUTCOMES

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.

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.

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

Total hours 60

OBJECTIVES

- To facilitate in depth understanding of simulation and differences between Business to business marketing
- To ensure that students learn how to link Consumer Marketing and business to business marketing
- To make students learn channels of distribution and its impact on consumer marketing
- To facilitate students get an over-view of the practical aspects of business marketing
- To make students get an exposure to the negotiation and B2B marketing tactics followed in various organizations

OUTCOMES

Students will 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.

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, 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. Speh – 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.P K Ghosh – Oxford, 2005

SALES AND RETAIL MANAGEMENT (E- MM-2)

Total hours 60

OBJECTIVES

- To facilitate in depth understanding of the twin disciplines of sales and retail management and explore the linkages between them.
- To give an over-view of the various sales tactics used in various organizations
- To give in-depth knowledge of retail and how the landscape of retail has changed over the years in India
- To give an idea of the new retail formats and various sales tactics used in the age of technology
- To ensure students learn the quantitative aspects of sales and how it impacts various industries.

OUTCOMES

At the end of the course students will be able to understand the concepts of effective retailing, know the recent trends in retailing in India and possess the knowledge of various retail formats and will understand the retail customer.

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

CONSUMER BEHAVIOR (E- MM-3)

Total hours 60

OBJECTIVES

- To examine and analyse the application of Consumer Behaviour with regards to formulation of marketing strategy.
- To know how consumer behavior changes according to the product, needs and wants of the consumer
- To make students understand cognitive dissonance and how the perception of the product changes based on the services given by the organization
- To make students understand the trends in consumer behavior and how the personality and perception of internal consumers and external consumers changes over time
- To give new avenues of research in the field of consumer behavior to students.

OUTCOMES

It helps the student to understand the relevance of consumer behavioural pattern and the concepts to marketing decisions.

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

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 STUDY

CORE TEXT

1. Leon G. Schiffman and Iazar Kanuk, Consumer Behavior, 9th 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

SERVICES MARKETING (E- MM-4)

Total hours 60

OBJECTIVES

- To help students develop an understanding on Marketing of services
- To give an over-view of the service industry
- To gain insights into key issues in Marketing of services and enable the students to apply concepts and principles in a given situation.
- To give students the practical aspect and research insights in the service industry
- To understand the employee and the customer role in service marketing

OUTCOMES

At the end of the course students will be able to know in detail about the service sector and apply the 7 P's of service marketing to understand the consumer behavior in service sector and to set standard and measure service quality and productivity.

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

RURAL MARKETING (E- MM-5)

Total hours 60

OBJECTIVES

- 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 make students understand how to change their marketing strategies on the basis of the market that is being targeted.
- 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.

OUTCOMES

At the end of the course students will be able to gain conceptual knowledge about rural marketing with special reference of Indian context, understand the rural market distribution and now about the customer behaviors and trends in rural marketing.

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

STRATEGIC BRAND MANAGEMENT (E- MM-6)

Total hours 60

OBJECTIVES

- To build a stronghold in brand management and leveraging brand knowledge to guide students to become effective ward manager.
- To give students an over-view of how branding has changed in the 21st Century
- To give an understanding on how branding can be linked into a strategy which gives profits for the firm
- To given an understanding on how branding can be done using technology and the various strategies are being formed accordingly based on peer reviews.
- To give the various branches of branding and how to quantify the building of a brand into numbers

OUTCOMES

By the end of this course, students should be able to understand key principles of branding, positioning and brand building 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

INTEGRATED MARKETING COMMUNICATIONS (E- MM-7)

Total hours 60

OBJECTIVES

- To expose the students to the theoretical and practical aspects of advertising.
- To develop an understanding of the different elements of integrated marketing communication and their integration .To develop the necessary skills among the students with regard to advertising.
- To develop sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies.
- To ensure that students learn the usage of media to facilitate them develop strategies in the field of advertising and marketing
- To make students realize the importance of media explosion and facilitate practical exposure in the field of advertising

OUTCOMES

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.

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, 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

INTERNATIONAL MARKETING MANAGEMENT (E- MM-8)

Total hours 60

OBJECTIVES

- To familiarize the students with the concepts and principles of international marketing
- To enable students to apply the concepts and principles in given situations.
- To make students understand that the globe is one market due to media explosion and technological development
- To make students understand the process of internationalization and to give them various strategies in product and service industry
- To make students know the various channels of distribution, logistics and transportation means involved in internationalization

OUTCOMES

At the end of the course students will be able to analyse about international marketing, its opportunities and promotional policies of the governments to augment trade, gain in-depth knowledge on export procedure and documentation, product planning and policy, pricing, distribution, promotion and financing.

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, 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

E – MARKETING (E-MM-9)

Total hours 60

OBJECTIVES

- To enable the students to understand the transformation from brick and mortar to the online medium
- To make students understand new business techniques, that add customer value, build customer relationships, and increase company profitability.
- To facilitate students to understand the whole spectrum of the online space and how it can be utilized for the benefit of various organizations
- To give an over-view of the various tools used in e-marketing and the new definition of the marketing mix in the online medium
- To make students understand the new 21st century consumer and how they behave in the online space

OUTCOMES

By the end of the course, the student will be able to evaluate the various tools used in E-marketing and it shall make them be able to attract and retain customers online.

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 21st 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.

MBA (EMM-10) SOCIAL MEDIA MARKETING

Total hours 60

OBJECTIVES:

- To educate students on social media, a media that has grown to be one of the primary communication channels on the internet. It has also become an essential component to many businesses in their digital marketing strategies.
- To ensure that this course will teach the target audience, all of the essential skills needed to excel as a social media marketer.
- To make students understand the underlying principles of social media.
- To explore the effects of our emerging collaborative culture that has led to the growth of social media.
- To help the target audience define a definite road map for their career in the field of digital and social media marketing.

OUTCOMES

Students will identify and respond to significant legal and ethical issues related to social media including laws and voluntary agreements covering protection of individual information protection and use understanding of privacy and data integrity issues associated with social media to identify both personal and institutional data privacy threats and maintain both personal and institutional data integrity.

UNIT I

20 Hrs

INTRODUCTION TO SOCIAL MEDIA MARKETING AND SOCIAL MEDIA METRICS - An Overview, The 21st 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/>
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>

HUMAN RESOURCE MANAGEMENT – ELECTIVES

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

Total hours 60

OBJECTIVES

- To integrates the various Human Resource aspects of an organization.
- To help students understand the basics of design of organizational structure
- To shows how organizational design can be used to improve the effectiveness of an organization
- To equip the students with HR skills required in the real world
- To Pandy's Model of Organizational Conflict- Basic Conflict Resolution Strategies

OUTCOMES

By the end of the course students will be able to understand the organization structure and design and the HR skills required in the real world.

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

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

Total hours 60

OBJECTIVES

- To familiarize students with the various issues that has an impact on employee relations
- To understand the legal framework of various acts in IR
- To familiarize the students in industrial disputes
- To make the students aware of the concepts, practices and procedures of labour legislations
- To incorporate the importance of IR in business organizations.

OUTCOMES

The students will have basic knowledge of Indian Industrial relations system and important labour legislations.

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 -5

24 Hrs

INDUSTRIAL LEGISLATIONS: An overview 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, Mumbai, 2004
2. Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002.
3. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education, 12/e

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, 10/e, 2008
3. Dr.M V Pylee and A Simon George – Industrial Relations and Personnel Management, Vikas Publishing House Pvt. Ltd., 2/e, 2003
4. R S Davar – Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai, 10/e, 2005
5. Myers, A Charles and Karnnappan S – Industrial Relations in India, Asia Publication House, Mumbai.
6. Dale Yoder and Paul D, Standohar – Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education
7. Allan Cowling and Philip James – The Essence of Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education, 3/e

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

Total hours 60

OBJECTIVES

- To built in a strong behavioural approach through OB
- To develop the students in competitive skills through counseling techniques
- To develop the negotiation skills in students
- To understand the workforce diversity of employees in organizations
- To develop and prepare the students for decision making techniques

OUTCOMES

The students will be able to develop competitive skills and think beyond self and effectively handle human behavior issues.

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

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

Total hours 60

OBJECTIVES

- To enable students to achieve personal growth
- To enhance the interpersonal skills of students
- To familiarize the students with interviewing skills
- To make the students understand the importance of psychometric tests
- To describe the importance of interpersonal effectiveness through various behavioral measures and techniques.

OUTCOMES

Students will gain knowledge on inter personal skills, interview skills and personal growth.

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 Behaviour, 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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (E- HRM-5)

Total hours 60

OBJECTIVES

- To enable students to gain an understanding of the international environment
- To familiarize the students with international recruitment policies and procedures
- To enhance the importance of international training methods of employees
- To understand the legal framework of employees across the borders
- To explain how human resources are to be managed in today's globalized world

OUTCOMES

At the end of the course students will be able to acquire exposure to the concepts, principles and the changes occurring in the field of HRM at the national and international level

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

TEAM DEVELOPMENT AND LEADERSHIP (E-HRM-6)

Total hours 60

OBJECTIVES

- To develop an insight into the learning and organizing
- To make the students understand the importance of leadership in organizations
- To enhance the different types of leadership styles in leadership
- To enumerate the classification of teams in organizations
- To understand the importance of self-managed teams which is a core concept in today's corporate world

OUTCOMES

At the end of the course students will be able to understand the need for team development and leadership and various methods of development.

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 21st 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

ORGANIZATIONAL DEVELOPMENT (E- HRM-7)

Total hours 60

OBJECTIVES

- To provide the students with the basic concepts of change and factors affecting change
- To familiarize the students with the concepts of organizational development
- To discuss on OD techniques
- To discuss on ethical standards to be followed in OD
- To train the students in OD training and OD interventions in order to develop their skills and practice as a OD Trainer.

OUTCOMES

After the completion of the course the students will be able to demonstrate knowledge and understanding of the principles of OD located in human relations, small group theory, group dynamics, teams and team building and their application in OD.

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 (6e) – Pearson Education Asia, 1999
2. S Ramnarayan, T V Rao & Kuldeep Singh – Organization Development – Interventions & strategies – Response Books, 2003
3. Richard Bechard – Organizational Development: Strategies & Models – Addison Wesley Publishing, 1969
4. Cummings & Worley Organizational Development & Change – Thomson Learning, 7/e, 2002

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 / PHI, 11/e, 2003
4. Marguiles N Raina A P – Organizational Development: values, process and technology – McGraw Hill Publishing.

KNOWLEDGE MANAGEMENT (E-HRM-8)

Total hours 60

OBJECTIVES

- To expose students to the practices of knowledge management systems.
- To make students develop knowledge management systems
- To understand the barriers in KMS
- To explore and implement the knowledge management systems successfully in learning organizations
- To enable the Tools and technologies followed in intranet, extranet, groupware, artificial intelligence, data warehousing, document management system and KM portal

OUTCOMES

The students will be able to formulate action plans for knowledge intensive organizations.

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, Elayme Coakes and Gilliam Jack Beyond Knowledge Management, Idea Group Publishing, 2004

COMPENSATION AND BENEFITS ADMINISTRATION (E-HRM-9)

Total hours 60

OBJECTIVES

- To provide students with the framework of Compensation and Benefit Administration
- To impart knowledge on designing the compensation
- To capture the changing landscape of compensation and benefit practices

OUTCOMES

The students must be enabled to design a compensation plan and understand the challenges and trends in compensation and benefits administration.

UNIT I

15 Hrs

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

5 Hrs

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

UNIT III

15 Hrs

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, The future of fringe benefits in India.

UNIT IV

10 Hrs

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

15 Hrs

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.

TALENT ACQUISITION AND DEVELOPMENT (E-HRM-10)

Total hours 60

OBJECTIVES

- To introduce students to the HRD profession & the full range of issues and procedures
- To equip students design and develop training program
- Organization Design Interventions
- Performance management
- Strategies for Employee Career Development

OUTCOMES

Students will be able aware of the activities in organizations related to the acquiring, evaluating and developing the human resources in an organization.

UNIT I

8 Hrs

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.

REFERENCE BOOKS

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

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

Total Hours 60

OBJECTIVES

- To enable students to understand the Nature of different kinds stress and stressors.
- To enable the students to understand the importance of balancing the Body Mind connection.
- To enable the students to learn to cope up with psychosomatic impact of stress.
- To give a good exposure to the many therapeutic paths available to de–stress themselves.
- To enable students to understand the concept of Women’s Wellness.

OUTCOME

- Students acquire the ability to perceive Stress in life situations and learn the best ways to de-stress themselves.
- Students acquire the knowledge and Skills of Yoga and use them to bring relief to psychosomatic problems.
- Students acquire the knowledge of healing practices like right posture, stretches, aerobics, Pranayama, bio – feedback etc.
- Students acquire the Organizational perspective on stress at workplace and in life and learn the ways to de-stress themselves in such situations.
- Students 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

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

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**

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 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 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.

(OE-2) - SOCIAL MEDIA MARKETING

Total hours 60

OBJECTIVES

- To educate students on social media, a media that has grown to be one of the primary communication channels on the internet. It has also become an essential component to many businesses in their digital marketing strategies.
- To ensure that this course will teach the target audience, all of the essential skills needed to excel as a social media marketer.
- To make students understand the underlying principles of social media.
- To explore the effects of our emerging collaborative culture that has led to the growth of social media.
- To help the target audience define a definite road map for their career in the field of digital and social media marketing.

OUTCOMES

Students will identify and respond to significant legal and ethical issues related to social media including laws and voluntary agreements covering protection of individual information protection and use understanding of privacy and data integrity issues associated with social media to identify both personal and institutional data privacy threats and maintain both personal and institutional data integrity.

UNIT I

20 Hrs

INTRODUCTION TO SOCIAL MEDIA MARKETING AND SOCIAL MEDIA METRICS: An Overview, The 21st 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/>
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.economicstimes.indiatimes.com/keyword/social-marketing>
