

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI.



Scheme of Teaching and Examinations and Syllabus
MASTER OF BUSINESS ADMINISTRATION
(Effective from Academic year 2020 - 21)

SCHEME OF TEACHING AND EXAMINATION

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI Scheme of Teaching and Examinations – 2020 - 21 MASTER OF BUSINESS ADMINISTRATION Choice Based Credit System (CBCS) and Outcome Based Education(OBE)										
I SEMESTER										
Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	20MBA11	Management & Organizational Behavior	03	02	03	40	60	100	4
2	PCC	20MBA12	Managerial Economics	03	02	03	40	60	100	4
3	PCC	20MBA13	Accounting for Managers	03	02	03	40	60	100	4
4	PCC	20MBA14	Business Statistics	03	02	03	40	60	100	4
5	PCC	20MBA15	Marketing Management	03	02	03	40	60	100	4
6	PCC	20MBA16	Managerial Communication	03	02	03	40	60	100	4
TOTAL				18	12	18	240	360	600	24
Note: PCC: Professional Core Course Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process.										
Note: <ol style="list-style-type: none"> Each course has a theory component of 3hrs (3credits) and a practical component of 2hrs (1credit). The time-table allotment for each course should be 5hrs (3+2). For the practical component it is mandatory to maintain a record. 20% of marks should be allocated for application oriented questions in the Semester End Examination (SEE) question paper based on practical component. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases will be part of the SEE question paper. One industrial visit per semester is mandatory. The department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department. Students and course instructor/s to involve either individually or in groups to interact together to enhance the learning and application skills. Practical component: Students should interact with industry (small, medium and large) to understand their problems or foresee what can be undertaken for study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem. The students shall <ol style="list-style-type: none"> Gain confidence in modeling of management systems. Work on different software/s (tools) to simulate, analyse and authenticate the output to interpret and conclude. Involve in case studies and field visits/ field work. Accustom with the use of standards to narrow the gap between academia and industry. <p>All activities should enhance student's abilities to employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise etc.</p>										

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI
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MASTER OF BUSINESS ADMINISTRATION
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

II SEMESTER

Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	20MBA21	Human Resource Management	03	02	03	40	60	100	4
2	PCC	20MBA22	Financial Management	03	02	03	40	60	100	4
3	PCC	20MBA23	Research Methodology	03	02	03	40	60	100	4
4	PCC	20MBA24	Operations Research	03	02	03	40	60	100	4
5	PCC	20MBA25	Strategic Management	03	02	03	40	60	100	4
6	PCC	20MBA26	Entrepreneurship & Legal Aspects	03	02	03	40	60	100	4
TOTAL				18	12	18	240	360	600	24

Note:

PCC: Professional Core Course

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process.

Note:

- Each course has a theory component of 3hrs (3credits) and a practical component of 2hrs (1credit). The time-table allotment for each course should be 5hrs (3+2). For the practical component it is mandatory to maintain a practical record.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases will be part of the question paper.
- One industrial visit per semester is mandatory. The department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Internship (four weeks) to be carried out by students after second semester during vacation and the report submitted by the students be assessed internally during the third semester.

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Scheme of Teaching and Examinations – 2020 - 21

MASTER OF BUSINESS ADMINISTRATION

Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

III SEMESTER(Core Courses and Specialisation Courses)

Sl. No	Course	Course Code			Teaching Hours /Week		Examination				Credits
		Marketing	Finance	Human Resource	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	20MBA301*	20MBA301*	20MBA301*	03	02	03	40	60	100	4
2	PCC	20MBA302*	20MBA302*	20MBA302*	03	02	03	40	60	100	4
3	PEC	20MBAMM303	20MBAFM303	20MBAHR303	03	02	03	40	60	100	4
4	PEC	20MBAMM304	20MBAFM304	20MBAHR304	03	02	03	40	60	100	4
5	PEC	20MBAMM305	20MBAFM305	20MBAHR305	03	02	03	40	60	100	4
6	PEC	20MBAMM306	20MBAFM306	20MBAHR306	03	02	03	40	60	100	4
7	PCC	20MBA IN 307	20MBA IN 307	20MBA IN 307	-	08	-	40	60	100	4
TOTAL					18	20	18	280	420	700	28

Note:

PCC: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Four credit courses are designed for 50 hours Teaching – Learning process.

*** Interdisciplinary Core Courses may be taught by engineering faculty/subject expert.**

Note:

- Each course has a theory component of 3hrs (3credits) and a Practical component of 2hrs (1credit). The time-table allotment for each course should be 5hrs (3+2). For the practical component it is mandatory to maintain a practical record.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- One industrial visit per Semester is mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases will be part of the question paper.
- Project (six weeks) to be carried out by students after third semester and the report submitted by the students during the fourth semester.

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III SEMESTER (Core Courses and Dual Specialisation)

Sl. No	Course	Course Code			Teaching Hours /Week		Examination				Credits
		Marketing & Finance	Finance & Human Resource	Human Resource & Marketing	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	20MBA301*	20MBA301*	20MBA301*	03	02	03	40	60	100	4
2	PCC	20MBA302*	20MBA302*	20MBA302*	03	02	03	40	60	100	4
3	PEC	20MBAMM303	20MBAFM303	20MBAHR303	03	02	03	40	60	100	4
4	PEC	20MBAMM304	20MBAFM304	20MBAHR304	03	02	03	40	60	100	4
5	PEC	20MBAFM303	20MBAHR303	20MBAMM303	03	02	03	40	60	100	4
6	PEC	20MBAFM304	20MBAHR304	20MBAMM304	03	02	03	40	60	100	4
7	PCC	20MBA IN 307	20MBA IN 307	20MBA IN 307	--	08	--	40	60	100	4
TOTAL					18	20	18	280	420	700	28

Note:

PCC: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Four credit courses are designed for 50 hours Teaching – Learning process.

*** Interdisciplinary Core Courses may be taught by engineering faculty/subject expert.**

Note:

- Each course has a theory component of 3hrs (3credits) and a practical component of 2hrs (1credit). The time-table allotment for each course should be 5hrs (3+2). For the practical component it is mandatory to maintain a practical record.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- One industrial visit per semester is mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases be part of the question paper.
- Project (six weeks) to be carried out by students after third semester and the report submitted by the students during the fourth semester.

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III SEMESTER Core Courses					
Subject Code	Title of the Subject		Subject Code	Title of the Subject	
20MBA301	Emerging Exponential Technologies		20MBA301	Emerging Exponential Technologies	
20MBA302	Technology & Operational Strategy		20MBA302	Technology & Operational Strategy	
Specialisation Courses					
Marketing Professional Elective Courses			Finance Professional Elective Courses		
Subject Code	Title of the Subject		Subject Code	Title of the Subject	
20MBAMM303	Services Marketing		20MBAFM 303	Investment Management	
20MBAMM304	Marketing Research & Analytics		20MBAFM304	Direct Taxation	
20MBAMM305	Consumer Behaviour		20MBAFM305	Banking and Financial Services	
20MBAMM306	Retail Management		20MBAFM306	Advanced Financial Management	
20MBAIN307	Internship		20MBAIN307	Internship	
			Human Professional Elective Courses		
Subject Code	Title of the Subject		Subject Code	Title of the Subject	
			20MBAHR303	Recruitment & Selection	
			20MBAHR304	Human Resource Analytics	
			20MBAHR305	Industrial Relations and Labour Laws	
			20MBAHR306	Compensation & Reward System	
			20MBAIN307	Internship	

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IV SEMESTER (Specialisation Courses)

Sl · No	Course	Specialisation Courses			Teaching Hours /Week		Examination				Credits
		Marketing	Finance	Human Resource	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PEC	20MBAMM401	20MBAFM401	20MBAHR401	03	-	03	40	60	100	3
2	PEC	20MBAMM402	20MBAFM402	20MBAHR402	03	-	03	40	60	100	3
3	PEC	20MBAMM403	20MBAFM403	20MBAHR403	03	-	03	40	60	100	3
4	PEC	20MBAMM404	20MBAFM404	20MBAHR404	03	-	03	40	60	100	3
5	PEC	20MBAMM405	20MBAFM405	20MBAHR405	03	-	03	40	60	100	3
6	PEC	20MBAMM406	20MBAFM406	20MBAHR406	03	-	03	40	60	100	3
7	PCC	20MBAPR407	20MBAPR407	20MBAPR407	-	12	-	40	60	100	6
TOTAL					18	12	18	280	420	700	24

Note:

PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Three credit courses are designed for 40 hours Teaching – Learning process.

Note:

1. Each Course has a theory component of 3hrs (3credits). The Time-Table allotment for each course should be 3hrs.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.

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IV SEMESTER(Dual Specialisation)

Sl. No	Course	Subject Code			Teaching Hours /Week		Examination				Credits
		Marketing & Finance	Finance & Human Resource	Human Resource & Marketing	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PEC	20MBAMM401	20MBAFM401	20MBAHR401	03	-	03	40	60	100	3
2	PEC	20MBAMM402	20MBAFM402	20MBAHR402	03	-	03	40	60	100	3
3	PEC	20MBAMM403	20MBAFM403	20MBAHR403	03	-	03	40	60	100	3
4	PEC	20MBAFM401	20MBAHR401	20MBAMM401	03	-	03	40	60	100	3
5	PEC	20MBAFM402	20MBAHR402	20MBAMM402	03	-	03	40	60	100	3
6	PEC	20MBAFM403	20MBAHR403	20MBAMM403	03	-	03	40	60	100	3
7	PCC	20MBAPR407	20MBAPR407	20MBAPR407	-	12	-	40	60	100	6
TOTAL					18	12	18	280	420	700	24

Note:

PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Three credit courses are designed for 40 hours Teaching – Learning process.

Note:

1. Each Course has a theory component of 3hrs (3credits). The Time-Table allotment for each course should be 3hrs.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.

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IV SEMESTER (Specialisation Courses)					
Marketing Specialization		Financial Specialization		Human Resource Specialization	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
20MBAMM401	B2B Marketing Management	20MBAFM401	Risk Management and Insurance	20MBAHR401	Organizational Leadership
20MBAMM402	Logistics and Supply Chain Management	20MBAFM402	Financial Derivatives	20MBAHR402	Personal Growth & Interpersonal Effectiveness
20MBAMM403	Digital Marketing Management	20MBAFM403	Indirect Taxation	20MBAHR403	International Human Resource Management
20MBAMM404	Strategic Brand Management	20MBAFM404	Mergers, Acquisitions & Corporate Restructuring	20MBAHR404	Organization Change and Development
20MBAMM405	Agri Business Marketing	20MBAFM405	Corporate Valuation	20MBAHR405	Human Recourse Audit
20MBAMM406	International Marketing Management	20MBAFM406	International Financial Management	20MBAHR406	Management Consulting for Business Excellence
20MBAPR407	Project Report	20MBAPR407	Project Report	20MBAPR407	Project Report

Programme Outcomes (POs)

1. Students are given sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations/institutions of importance
2. Students are provided effective communication skills with a high degree of lateral and critical thinking that enhances learn ability, developed for being continuously employable.
3. Students are instilled with leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness
4. Students are trained for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment
5. Students are equipped with self sustaining entrepreneurship qualities that encourages calculated risk taking.



MANAGEMENT & ORGANIZATIONAL BEHAVIOUR			
Course Code	20MBA11	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and models of Management and Organisational Behavior. 2. The student will be able to apply and solve the workplace problems. 3. The student will be able to classify in differentiating between the best methods to solve the problem. 4. The student will be able to compare the appropriate framework for solving the problems at the workplace 5. The student will be able to design model in dealing with the problems in the organisation.			
Module-1 Introduction to Management			9 hours
Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.			
Module -2 Functions of Management			10 hours
Planning - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation -Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing -Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling -Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making - Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.			
Module -3 Organisational Behaviour			10 hours
Organisational Behaviour : Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Perception -Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality -Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation -Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.			
Module -4 Managing Human at Work			7 hours
Group Dynamics - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.			
Module-5 Organizational Power, Politics and Culture			7 hours
Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture - Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.			
Module - 6 Change and Stress Management			7 hours
Change - Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management -Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.			
Course Outcomes: 1. Gain practical experience in the field of Management and Organization Behaviour 2. Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour. 3. Apply managerial and behaviour knowledge in real world situations. 4. Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality. 5. Understand and demonstrate their exposure on recent trends in management.			

Practical Component:

- Visit an Organisation and meet HR / Manager and note the Roles played in a Day.
- Conduct an event and try understanding the dynamics that goes on group.
- Develop few questions, interact with people in the organisation and try observing personality and reaction.
- Meet any Leader / HOD / Dean and observe the Management of depts. under the leader.

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

CO-PO Mapping

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X	X		X
CO2	X			X	
CO3	X				X
CO4	X	X	X		X
CO5	X	X	X	X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	8e, 2014
2	Principles and Practices of Management and Organisational Behaviour	Chandrani Singh and Aditi Khatri	Sage Publication	2016
3	Organizational behaviour	Stephen P Robbins, Timothy	Pearson	14e, 2012

Reference Books

1	Organizational Behaviour	Fred Luthans,	McGraw Hill International	12/e, 2011
2	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013
3	Masters of Management Thought	Mahanand Charati & M M Munshi	Swapna Book House	2015

MANAGERIAL ECONOMICS			
Course Code	20MBA12	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To introduce the fundamentals, tools and theories of managerial economics. 2. To provide an understanding of the application of Economics in Business 3. To learn the basic Micro and Macroeconomic concepts. 4. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry. 			
Module -1 Introduction			7 hours
Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.			
Module -2 Demand Analysis			9 hours
Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems).			
Module -3 Cost Analysis & Production analysis			9 hours
Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).			
Module -4 Market structure and Pricing Practices			9 hours
Perfect Competition , Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.			
Module -5 Indian Business environment			9 hours
Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment Basic Macro Economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP.			
Module-6 Indian Industrial Policy			7 hours
Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. The student will understand the application of Economic Principles in Management decision making. 2. The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry. 3. The Student will be able to understand, assess and forecast Demand. 4. The student will apply the concepts of production and cost for optimization of production. 5. The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure. 6. The student will be able to understand macroeconomic concepts. 			

Practical Component:

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting:
- Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Preparing a Project proposal for a Business Venture.(Compulsory)

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X		X	
CO3	X				X
CO4	X				X
CO5	X			X	
CO6	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 80 percent theory and 20 percent problems in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill	2/e, 2011
2	Managerial Economics	Dominick Salvatore,	Oxford Publishers	2e, 2016

Reference Books

1	Managerial Economics	R. Panneerselvam, P. Sivasankaran, P. Senthilkumar	Cengage	2015
2	Managerial Economics	Samuelson & Marks	Wiley	5/e, 2015
3	Managerial Economics	D.M Mithani	HPH	2016
4	Managerial Economics	H.L Ahuja Samuelson & Marks	S.Chanda	2014

ACCOUNTING FOR MANAGERS			
Course Code	20MBA13	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary. 2. To explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements. 3. To prepare basic entries for business transactions and present the data in an accurate and meaningful manner. 4. Prepare basic financial statements and explain the articulation between the basic statements. 5. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.			
Module-1 Introduction to Accounting			7 hours
Financial Accounting: Need and Types of Accounting, Single Entry System, Double Entry System, Concepts and Conventions of Accounting, Relation of Accounting with other disciplines, Journal, Ledgers, Trial balance.			
Module -2 Financial Statements			10 hours
Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts.			
Module -3 Analysis of Financial Statements			10 hours
Limitations of Financial Statements; Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using excel.			
Module -4 Management Accounting			9 hours
Scope, Purpose of Management Accounting Cost Volume Profit Analysis: Meaning-Methods of determination-Applications. Managerial Decision-Making- Make /Buy etc: Short-run Decision Analysis-Decision situations: Sales-volume related, Sell or further process, Make or Buy, Operate or shut-down.			
Module -5 Functional and Flexible Budgeting			7 hours
Functional budgets, Flexible Budgets: Meaning-Measure of Volume-Cost Behaviour with change in volume-Fixed, variable & mixed costs.Variance Analysis: Cost Variances – Revenue Variances-Variance Reporting- Disposition of variances.			
Module-6 Emerging Issues in Accounting and Computerised Accounting			7 hours
Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards. Computerised Accounting Systems -Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.			
Course outcomes: At the end of the course the student will be able to: 1. Demonstrate theoretical knowledge and its application in real time accounting. 2. Capable of preparing financial statement of companies. 3. Independently undertake financial statement analysis and take decisions. 4. Comprehend emerging trends in accounting and computerization of Accounting systems.			
Practical Components: • To collect Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class. • To analyze the companies' cash flow statements and presenting the same in the class. • To get exposed to use of accounting software's (preferably Tally. ERP 9). • To identify the sustainability report of a company and study the contents.			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		X
CO2	X	X	X		
CO3	X	X	X		
CO4	X	X		X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management-Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6e, 2018
3	Computerized Accounting	Neeraj Goyal, Rohit Sachdeva	Kalyani Publishers	1e, 2018

Reference Books

1	Accounting for Managers	J.Made Gowda	Himalaya Publishing House	1e, 2007
2	Financial Accounting for Management	N. Ramachandran, Ram Kumar Kakani	McGraw Education (India) Private Limited	4e., 2016
3	Management Accounting : Text, Problems and Cases	M Y Khan, P K Jain	Tata McGraw-Hill Education	7e, 2007
4	Accounting and Finance for Non-finance Managers	Jai Kumar Batra	Sage Publications	1e, 2018

BUSINESS STATISTICS			
Course Code	20MBA14	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To make the students learn about the applications of statistical tools and Techniques in decision making. 2. To emphasize the need for statistics and decision models in solving business problems. 3. To enhance the knowledge on descriptive and inferential statistics. 4. To develop analytical skills in students in order to comprehend and practice data analysis at different levels. 5. To familiarize the students with analytical package MS Excel.			
Module -1 Introduction to Statistics			9 hours
Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean. Measures of dispersion: Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance- Coefficient of Variance - Comparison of various measures of Dispersion.			
Module -2 Correlation and Regression			7 hours
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regressions (problems on simple regression only).			
Module -3 Probability Distribution			9 hours
Probability Distribution: Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).			
Module -4 Time Series Analysis			8 hours
Time Series Analysis –Objectives, Variations In Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.			
Module -5 Hypotheses			7 hours
Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests). Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification (theory only).			
Module-6 Computer lab for Statistics			10 hours
MS Excel: Functions, Formulas, Types of errors in excel, Data analysis using MS-Excel- Mean, Median, Mode, Geometric Mean, Harmonic mean, Standard Deviation, Correlation			
Course Outcomes: At the end of the course the student will be able to: 1. Facilitate objective solutions in business decision making under subjective conditions. 2. Demonstrate different statistical techniques in business/real-life situations. 3. Understand the importance of probability in decision making. 4. Understand the need and application of analytics. 5. Understand and apply various data analysis functions for business problems.			
Practical Component: <ul style="list-style-type: none"> Students are expected to have a basic excel classes. Students need to be encouraged to do a small primary research inside the classroom in groups and to analyze the data using statistical tools like Mean, SD, Correlation(Ex: Motivation, Stress etc) Students can also be encouraged to go out for a live survey in Malls, Showrooms and in other Colleges to collect data's and to analyze it. Ex: Buying behavior, Brand aspects etc) 			
Lab compulsory-minimum 10 hours.			

CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X			X	X
CO2	X	X	X		X
CO3	X		X		X
CO4	X		X		
CO5	X	X	X	X	X

Question paper pattern:
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Fundamentals of Statistics	S C Gupta	Himalaya Publications	2012
2	Research Methodology	Ranjit Kumar	Sage Publications	2018
3	Parametric and Non Parametric Statistics	Vimala Veeraraghavan and Suhas	Sage Publication	2017

Reference Books				
1	Statistical Methods	Dr. S P Gupta	Sultan Chand Publications	2014
2	Research Methodology	C R Kothari	Viswa Prakasam Publication	2015
3.	Business Research Methods	S.N.Murthy and U.Bhojanna.	Excel Books	3e, 2016

MARKETING MANAGEMENT			
Course Code	20MBA15	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning. 3. Identify a Conceptual framework, covering basic elements of the marketing mix. 4. To understand fundamental premise underlying market driven strategies. 5. Giving them hands on practical approach to subject study. 			
Module-1 Introduction to Marketing			9 hours
Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing , Sensory Marketing- concepts only. Assignment: Contemporary Indian Marketing Environment			
Module -2 Analysing Consumer Behaviour			9 hours
Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour.			
Module -3 Product, Brand Equity, Services Marketing			9 hours
Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.			
Module -4 Pricing , Marketing Channels			7 hours
Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..			
Module -5 Direct Marketing & Digital Marketing:			9 hours
Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing			

Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.

Module - 6 Sales Promotion, Marketing Planning and Rural Marketing 7 hours

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. **Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process. **Concept of Rural Marketing:** Flumist (HBR) and Saffola Journey- Case Studies
Classroom Exercise: Brand Communication (create and enact a commercial)

Course outcomes:

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

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying .
3. Understand concept of Branding, development of product and significance of market segmentation , targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion , significance of marketing research.
6. Synthesize ideas into a viable marketing plan for various modes of marketing

Practical Components:

- Understanding Contemporary Indian Marketing Environment.
- Understanding and demonstrating their exposure on consumer behaviour
- Effectively using their skill in creating and enacting a commercial on brand communication.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X	X		X
CO3	X	X	X		
CO4	X	X			X
CO5	X			X	
CO6	X			X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 th Edition

2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Edition
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	Sage Publications	2020
Reference Books				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition
2	Marketing	Lamb, Hair, Mc Danniel	Cengage Learning	Latest edition
3	Fundamentals of Marketing Management,	Etzel M J BJ Walker & William J Stanton	Tata Macgraw Hill	Latest edition

MANAGERIAL COMMUNICATION			
Course Code	20MBA16	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers. 2. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively. 3. To introduce the students to some of the practices in managerial communication those are in vogue. 4. To prepare students to develop the art of business communication with emphasis on analysing business situations. 5. To train Students towards drafting business proposals.			
Module -1 Introduction			7 hours
Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers, Media choices, Legal Consequences and Ethics, Communication in a cross-cultural setting.			
Module -2 Oral Communication			7 hours
Oral Communication: Meaning – Principles of successful oral communication, Conversation control –Reflection and Empathy: two sides of effective oral communication. Oral Presentation: Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Developing Visual Support for Business presentation, Practicing and Delivering Presentation - Refining your delivery. Business Pitch: 10 steps in Pitching, Elevator Pitching Class room Exercise: Business pitch with video recording using PowerPoint and feedback.			
Module -3 Written Communication			9 hours
Written Communication: Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing – Writing – Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Planning Documents, Press Releases, Proactive Media Writing and E-mail.			
Module -4 Business Reports			9 hours
Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary. Business Case Analysis: What is a case? Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis. Meeting Documentation: Notice, Agenda, and Resolution & Minutes Assignment: Executive summary to be submitted.			
Module -5 Employment communication			9 hours
Employment communication: Putting your best self forward, Preparing your resume, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview, Following up throughout the process, Practicing business etiquette. Business Meetings: Format, planning, facilitating, participating and following-up. Lab component: Video conferencing across stakeholders.			

Module-6 Interpersonal Communication**9 hours****Interpersonal Communication:** Nonverbal communication and Listening.**Conflict Management and Negotiation skills:** Meaning and characteristics of Conflict, Conflict management through communication, Managing the process of communication in Conflict, Verbal skills for communicating in conflict. Communication for effective negotiation – Meaning, nature and need for negotiation, Factors affecting negotiation, stages in negotiation process, Negotiation strategies.**Technological Advancement and Business Communication:** Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging.**Social Media:** Introduction, Characteristics, Classification, Nature and scope of Six types of Social Media, Choosing the most suitable social media. Using Social Media to build business relationships.**Lab component: Creating a Blog****Note: Suggested for practical component: Effective Communication Development.****Subject faculty to design suitable practical components for the topics in syllabus.****Course Outcomes:**

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

1. The students will be aware of their communication skills and know their potential to become successful managers.
2. The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
3. Students will get exposure in drafting business proposals to meet the challenges of competitive environment.
4. The students will be introduced to the managerial communication practices in business those are in vogue.
5. Students will get trained in the art of Interpersonal communication and technological advancement and social media usage in communications, with emphasis on analysing business situations.

Practical component:

- Make students enact and analyze the non-verbal cues.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Organize a mock press conference addressing to the launch of new product by an organization.
- Students should be given an assignment to draft a proposal to undertake research project.
- Video conferencing across stakeholders
- Create a Blog
- Business pitch with video recording using PowerPoint and feedback

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X		X	
CO2	X	X	X		
CO3	X	X	X		X
CO4	X	X			
CO5	X	X	X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl N	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business	Ober Newman	Cengage	8 th Edition, 2018
2	BCOM A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	2 nd Edition, 2012
3	Business Communication	P D Chaturvedi Mukesh Chaturvedi	Pearson	3 rd Edition, 2013
4	Business and Professional Communication	Kelly m. Quintanilla Shawn T. Wahl	SAGE South Asia Edition	2017

Reference Books

1	Communicating in Business	Williams, Krizan Logan, Merrier	Cengage Learning	8 th Edition, 2017
2	Business Communication: Process	Mary Ellen Guffey	Cengage Learning	3 rd Edition, 2002
3	Business Communication	Lesikar, Flatley, Rentz , Pande	TMH	11 th Edition, 2011
4	Communicating in Business	Williams, Krizan, Logan & Merrier	Cengage Learning	8e, 2014

II SEMESTER

HUMAN RESOURCE MANAGEMENT			
Course Code	20MBA21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and various functions of Human Resources Management 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace 3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention 4. The student will be able to classify and categorise in differentiating between the best method to solve the problem 5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace 6. The student will be able to design and develop an original framework and model in dealing with the problems in the organization.			
Module-1 Introduction			7 hours
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.			
Module -2 Human Resource Planning			9 hours
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training			
Module -3 Performance Management and Appraisal			9 hours
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
Module -4 Human Resource Management in Small and Medium Enterprises			9 hours
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs. Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management			

Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on “Training Program at ABC Cement”.

Module -5 Human Resource Management Innovations 9 hours

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.

Module - 6 HR Leadership and Organisation Transformation 7 hours

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR’s Most Important Task, HR roles critical for business survival, HR profession in today’s changeable workplace, HR and Technology.

Course Outcomes:

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

1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

Practical Component:

- An visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X	X		X
CO2	X	X		X	
CO3	X	X	X		
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.,	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019

3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P Renuka Murthy	HPH.	2015
Reference Books				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014

FINANCIAL MANAGEMENT			
Course Code	20MBA22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand concept of time value of money and its implication. 3. To evaluate the investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze capital structure and dividend decision.			
Module-1 Introduction		9 hours	
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).			
Module-2 Time value of money		9 hours	
Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.			
Module-3		9 hours	
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.			
Module-4 Investment Decisions		9 hours	
Capital budgeting process, Investment evaluation techniques – [Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem). Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.			
Module-5 Working Capital Management		7 hours	
Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.			
Module-6 Capital structure and dividend decisions		7 hours	
Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.			
Course outcomes: At the end of the course the student will be able to: 1. Understand the basic financial concepts 2. Apply time value of money 3. Evaluate the investment decisions 4. Estimate working capital requirements 5. Analyze the capital structure and dividend decisions			

Practical Components:

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

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X			
CO3	X		X		
CO4	X		X	X	
CO5	X		X		

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	Khan M. Y.& Jain P. K,	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e,
3	Financial Management	Prahlad Rathod ,Babitha Thimmaiah and Harish Babu	HPH	1/e, 2015
4	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016

Reference Books

1	Financial Management	I M Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I.M.Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R.	Sage Publications	3/e, 2019

RESEARCH METHODOLOGY			
Course Code	20MBA23	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To understand the basic components of research design. 2. To Gain an insight into the applications of research methods. 3. To equip students with various research analytical tools used in business research. 4. To equip students with necessary critical thinking skills using excel.			
Module-1 Business Research		9 hours	
Business Research: Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.			
Module -2 Business Research Design		9 hours	
Meaning, types and significance of research design. Exploratory and Conclusive Research Design. Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.			
Module -3 Sampling		7 hours	
Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.			
Module -4 Data Collection		9 hours	
Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.			
Module -5		7 hours	
Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.			
Module – 6		9 hours	
Advanced Excel and real time application: V Look Up, H Look up, Sort and filter, concatenate, Conditional Formatting., Pivot Table, If statement, Nested If, Charts. Statistical tests and how to interpret statistical outputs.			
Course outcomes: At the end of the course the student will be able to: 1. Understand various research approaches, techniques and strategies in the appropriate in business. 2. Apply a range of quantitative / qualitative research techniques to business and day to day management problems. 3. Demonstrate knowledge and understanding of data analysis, interpretation and report writing. 4. Develop necessary critical thinking skills in order to evaluate different research approaches in Business using excel in particular			
Practical components: • To identify research problem and collect relevant literatures for data analysis. • To write the research design by using Exploratory and Descriptive Research methods. • To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis using excel and need to submit a small report.			

- To demonstrate Report writing and Presentation methods.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X			X	
CO2	X			X	
CO3	X	X	X		X
CO4	X		X	X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbook/ Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Research Methodology	C R Kothari	Viswa Prakasam Publication	2014
2	Business Research Methods	S. N. Murthy & U. Bhojanna	Excel Books	3e, 2016
3	Research Methods	M MMunshi & K Gayathri Reddy	HPH	2015

Reference Books

1	Research Methodology	Ranjit Kumar	Sage Publications	
2	Excel for dummies	Harvey .G	John Wiley & Sons	2016
3	Research Methodology	Deepak Chawla and Neena Sondhi	Vikas Publications	2014

OPERATIONS RESEARCH			
Course Code	20MBA24	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course objectives: <ul style="list-style-type: none"> Understand the mathematical tools that are needed to solve optimisation problems Solve linear programming problems using appropriate techniques to take informed Decision To understand and practice allocation problems, Assignments problems, Transportation problems and Network Analysis (PERT & CPM). 			
Module -1 Introduction			7 hours
Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)			
Module -2 Linear programming			9 hours
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.			
Module -3 Transportation problem			7 hours
General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.			
Module -4 Decision theory			9 hours
Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases. (Only theory).			
Module -5 Theory of games			9 hours
Formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory. Simulation: process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages.			
Module-6 Project management			9 hours
Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning, PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, Theory of crashing (Theory Only), Theory of Constraints (Theory only).			
Course outcomes: <ol style="list-style-type: none"> Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases Use appropriate quantitative techniques to get feasible and optimal solutions Understand the usage of game theory, Queuing Theory and Simulation for Solving Business Problems Understand and apply the network diagram for project completion Practical component: <ul style="list-style-type: none"> Learn and use TORA Software for analysis of all the OR Techniques and Real life Problems. Student should demonstrate the application of the techniques covered in this course. 			

CO – PO MAPPING.

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	X
CO3	X		X		X
CO4	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbook/ Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Operation Research: An Introduction	H.A. Taha	Pearson Publication	2012
2	Operation Research	J K Sharma	McMillan Publications	2014

Reference Books

1	Quantitative Techniques in management	N D Vohra	McGraw Hill	2015
2	Operation Research	J K Sharma	McMillan Publications	2016

STRATEGIC MANAGEMENT			
Course Code	20MBA25	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course objectives: 1. To provide insights into the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To gain insights into various strategic management models.			
Module-1 Introduction			7 hours
Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. Case Study related to the Module.			
Module -2 External Analysis			9 hours
Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. Case Study on external analysis. Students Assignment: Industry External Analysis.			
Module -3 Internal Analysis			9 hours
Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. Case Study on internal analysis. Students Assignment: Industry Internal Analysis.			
Module -4 Strategy Formulation			9 hours
Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.			
Module -5 Strategy Implementation			9 hours
Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. Case Study on Strategy Implementation.			
Module - 6 Strategic Control			7 hours
Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). Case Study on Strategic Control.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage. To give the students an insight on strategy at different levels of an organization to gain competitive advantage. To help students understand the strategic drive in multinational firms and their decisions in different markets. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making. Practical Component: <ul style="list-style-type: none"> Analyzing the Mission and Vision statements of selected Indian companies. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc(Industry Note to be submitted) Internal Analysis & Strategies of a listed company in the form of the report to be submitted. Pick a company that has performed very badly compared to its competitors. Collect information on why the 			

company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.

- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of companies around your campus.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X	X		
CO3	X		X		
CO4	X		X	X	X
CO5	X		X	X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e 2017
2	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e 2016

Reference Books

1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e ,2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015

ENTREPRENEURSHIP AND LEGAL ASPECTS			
Course Code	20MBA26	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To develop and strengthen entrepreneurial quality and motivation in students. 2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. 3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. 4. To make students understand the ways of starting a company of their own.			
Module -1 Introduction to Entrepreneur & Entrepreneurship			7 hours
Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity – The innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process.			
Module -2 Developing Business Model			9 hours
Importance of Business Model – Starting a small scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Lab Component and assignment: Designing a Business Model Canvas			
Module -3 Marketing function and forms of organisation			9 hours
Industry Analysis – Competitor Analysis – Marketing Research for the New Venture – Defining the Purpose or Objectives – Gathering Data from Secondary Sources – Gathering Information from Primary Sources – Analyzing and Interpreting the Results – The Marketing Process Forms of business organization: Sole Proprietorship – Partnership – Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module -4 Entrepreneurial finance			7 hours
Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.			
Module -5 Rules And Legislation			9 hours
Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.			
Module-6 Company Incorporation			9 hours
Process of Company Incorporation; process of registration; Importance of Marketing; Funding, Four stages of Start Up. Intellectual property protection and Ethics: Patents – Copyright - Trademark- Geographical indications – Ethical and social responsibility and challenges.			
Course outcomes: At the end of the course the student will be able to: 1. Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules' in order to setup a business and to think creatively. 2. To know about the various business models and B-Plans across Business sectors. 3. Able to understand the importance of marketing and different forms of businesses. 4. Become aware about various sources of funding and institutions supporting entrepreneurs. 5. Awareness about legal aspects and ways to protect the ideas. 6. To understand the ways of starting a company and to know how to protect their ideas.			

Practical Component:

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Design a Business Model Canvas
- Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
-Examine how he/she started a business, funding opted, protection of ideas etc.
- Study a local for-profit business and try to list out the positive social impacts of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				X
CO2	X	X			X
CO3	X		X	X	
CO4	X		X		
CO5	X		X		X
CO6	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Vasant Desai	The Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House	2010
2	Donald F. Kuratko and Richard M. Hodgetts	Entrepreneurship	South-Western	2012

Reference Books

1	Gupta S.L., Arun Mittal	Entrepreneurship Development	International Book House	2012
2	Sudha G. S	Management and Entrepreneurship Development	Indus Valley Publication	2009

III SEMESTER CORE COURSES

EMERGING EXPONENTIAL TECHNOLOGIES			
Course Code	20MBA301	CIE Marks	40
Teaching Hours/Week	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Objective of the Course: <ol style="list-style-type: none"> 1. To understand the emerging technologies applicable in field of Management. 2. To study data science as a tool for decision making in Management 3. To understand the concept of AI, IOT and AR. 4. To study other emerging technologies in Management. 			
Module -1 Introduction to Emerging Technologies			9 hours
Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.			
Module -2 Data Science			7 hours
Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.			
Module -3 Artificial Intelligence(AI)			9 hours
Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking).			
Module -4 Internet of Things (IoT)			9 hours
Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms; Sample application with hands on activity.			
Module-5 Augmented Reality (AR) and Virtual Reality (VR)			9 hours
Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment) workshop oriented hands demo.			
Module-6 Ethics, Professionalism and Other Emerging Technologies			7 hours
Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges. Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing)			
Course Outcomes: By the end of this course the student will able to: <ol style="list-style-type: none"> 1. Identify different emerging technologies 2. Select appropriate technology and tools for a given task 3. Identify necessary inputs for application of emerging technologies 4. Understand the latest developments in the area of technology to support business Practical Component: <ul style="list-style-type: none"> • Big data analysis using an analytical tool • Study the Application of AI in any one field and prepare a Report • Study the Ethical practices of a Company • 3D model Printing by Group or team • Exposing the students to usage of IoT 			

CO-PO mapping

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	×				
CO2	×	×		×	
CO3	×	×		×	
CO4	×				

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things	Follett, J.	O'Reilly Media	2014
2	Emerging Technologies for Emerging Markets	Vong, J., & Song, I.	Springer Singapore	2014
3	Disruption: Emerging Technologies and the Future of Work	Del Rosal, V.	Emtechub.	2015
4	Emerging Internet-Based Technologies	Sadiku, M. N. O	CRC Press	2019

Reference Books

1	Digital Economy. Emerging Technologies and Business Innovation,	Mohamed Anis Bach Tobji, Rim Jallouli, Yamen Koubaa, Anton Nijholt		2018
2	Virtual & Augmented Reality for Dummies	Paul Mealy,		2018
3	Augmented Reality and Virtual Reality: Empowering Human, Place and Business,	Timothy Jung, M. Claudia tom Dieck		2019

Technology & Operational Strategy			
Course Code	20MBA302	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To acquaint the student with the basic management principles with respect to production and operations management. 2. To Familiar the student with different types of Production Systems. 3. To explain the students regarding various techniques used in Operations Management. 			
Module-1 Introduction to Production and Operation Management (POM)			7 hours
Introduction Operations Management: Meaning, Definition, Scope and Functions. Difference Between Production and Operations Management. Management Guru's and their Contribution. The Roles and Functions of Operations Manager. Industry 4.0; Productions and Operations Management in Indian Context.			
Module -2 Process Management Mapping			9 hours
Process Mapping, Process Flow charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship, 5M, 8P, and 4S Systems, Theory Z Approach.			
Module -3 Lean Manufacturing			9 hours
Concept of Lean Manufacturing; meaning of lean manufacturing; History of Lean Operations, Types of Waste, "5S" Technique of Eliminating the Waste, Lean Operations in the service sector, Role of Leadership, Lean Operations and Just In Time(JIT).			
Module -4 Production System			9 hours
Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE, Toyota Production Systems.			
Module -5 Total Quality Management(TQM)			9 Hours
Evolution of quality; Concept, Meaning and Features of TQM, Eight building blocks of TQM; TQM tools. Benchmarking: Concepts, Meaning, Benefits, Elements, Reasons for benchmarking, Process of benchmarking, FMEA; Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.			
Module-6 Quality Systems			7 Hours
ISO: ISO role; Functions of ISO, Quality System Family Series ISO 9000; ISO 14000; ISO21000. Six Sigma: Features of Six Sigma, Goals of Six Sigma, DMAIC, Six Sigma implementation. Supply Chain and Operations: Supply Chain "KEIRETSU", Core Competency, Relationship of Operations and Supply Chain; Relationship of Purchasing and Supply Chain; Sources, Service Quality and Supply Chain.			
Course Outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Acquire the knowledge about the concepts of production and operation management 2. Demonstrate the basic concepts of process mapping 3. Evaluate the importance of Lean Manufacturing 4. Develop strategies of Total quality management 5. Understand the roles of ISO standards and production system 			
Practical Component: <ul style="list-style-type: none"> • Students should understand process management • Students to visit an organization and study the quality management system • Students has to understand production system • Study the role of leader in operation management and prepare a Report • Students need to understand the practicality of the ISO standards 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X			X	
CO4	X		X	X	X
CO5	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
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- 100 percent theory in the SEE.

Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Production and Operations Management	S. N. Chari.	Mc Graw Hill.	6/e
2	Operations Management Theory and Practical	B. Mahadevan	Pearson.	3/e
3	Operations Management	Jay Heizer Barry Render, Chuck Munson, Amit Sachan	Pearson.	12/e
4	Production and Operations Management	R. Panneerselvam.	PHI	3/e
Reference Books				
1	The Goal: Process of Improvement	Eliyahu M. Goldratt	North River Press	3/e
2	The Toyota Way	Jeffery Liker.		

MARKETING SPECIALISATION COURSES

SERVICES MARKETING			
Course Code	20MBAMM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To acquaint the students with the characteristics of services and their marketing implications. 2. To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment. 3. To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing. 			
Module-1 Introduction to services			9 hours
Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; GAP models of service quality. Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.			
Module -2 Market Research for Customer Expectation			9 hours
Key reasons for gap using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.			
Module -3 Customer defined service standards			9 hours
“Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.			
Module -4 Employee role in service designing and Delivery			7 hours
Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.			
Module -5 Role of services marketing communication			9 hours
Role of services marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies, SERVQUAL Model.			
Mini Project – On measuring SERVQUAL			
Module - 6 Physical Evidence in Services			7 hours
Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.			

Course outcomes:

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

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

Practical Component:

- Ask students to choose a service industry of their choice at the beginning of the semester
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating the concepts to the particular industry(GAPS).
- Students can prepare service blueprints for any service of their choice.
- Identify any existing services, locate loopholes in the design and suggest modifications.
- Visit a service industry and analyze the role of customers in service delivery.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and
1	Services Marketing	Valarie A Zeithmal & Mary Jo	McGraw Hill	6/e 2018
2	Services Marketing	Christopher Lovelock	Pearson Education	2014
3	Services Marketing	Rajendra Nargundkar	McGraw Hill	2015
4	Marketing Research	Kumar	Sage Publications	4/e, 2018

Reference Books

1	Services Marketing	Parasuraman	Sage Publications	2018
2	Services Marketing	Hoffman & Bateson	Cengage Learning	2017
3	Services Marketing: Operation, Management and Strategy	Strategy-Kenneth E Clow & David L. Kurtz	Biztantra	2016

MARKETING RESEARCH & ANALYTICS			
Course Code	20MBAMM304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To provide an understanding of the basics of marketing research process. 2. To orient on the theoretical and practical aspects of marketing research. 3. Encourage the students to take up analytical thinking through research. 4. To highlight importance marketing research for enhancing marketing strategies.			
Module-1 Marketing Research Dynamics		9 hours	
Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.			
Module -2 Marketing Research Projects		7 hours	
Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects. <i>Lab on socially acceptable responses- managing</i>			
Module -3 Decision Support System		9 hours	
Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.			
Module -4 Applications of Marketing Research		9 hours	
Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting. <i>Live project & Assignment: Agriculture Marketing or B2B marketing</i>			
Module -5 Predictive analysis		9 hours	
Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay.			
Module - 6 Product Research		7 hours	
Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, evaluating prototypes, Luxury and Lifestyle products. Live project: New Product adoption			
Course outcomes: The student should be able to: 1. Comprehend the objectives of Market research & its application in solving marketing problems. 2. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data. 3. Generalize and interpret the data with the help of various measurement techniques. 4. To understand the emergence of new trends in research. Practical Component: • Choose 5 successful products or services and identify the insight behind them through a field survey. • Do a comprehensive essay on the difference between consumers vs. trade vs. Competition insights & how best to exploit them. • Take 5 recent digital innovations like twitter or face book and identify the insights. • Running case with real data Dell, Comprehensive critical thinking case Baskin-Robbins. • Data Analysis case with real data IBM.			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X		X	
CO3	X		X		X
CO4	X			X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Research- An Applied Orientation	Naresh K Malhotra & SatyaBhushan Dash	Pearson	7 th Edition
2	Marketing Analytics Using Excel	.Ajithab Dash	Sage publications	2019
3	Essentials of Marketing Research	William G Zikmund et. al	Cengage Learning	7/e
4	Marketing Research	V Kumar	Sage Publications	1/e, 2015

Reference Books

1	Market Research: Text and cases	Rajendra Nargundkar	Mc Graw Hill	3 rd Edition
2	The Effective Use of Market Research: How to drive and focus better business decisions	Robin J Birn	Viva	4 th Edition
3	Marketing Research: Methodological Foundations	Gilbert A Churchill & Dawan Lacobucci		8 th Edition

CONSUMER BEHAVIOUR			
Course Code	20MBAMM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour. 2. To comprehend the social and cultural dimensions of consumer behaviour. 3. To provide an insight of the psychological and behavioural concepts of consumers.			
Module-1 Introduction			7 hours
Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism. Research on Consumer Behaviour; Consumer Behaviour and Society.			
Module -2 Models of Consumer Behaviour			9 hours
Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences. Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour. Class Exercise: Conducting consumer experiments.			
Module -3 Individual Influences on Consumer Behaviour and CRM Part –I			9 hours
a) Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives. b) Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image. c) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.			
Module -4 Individual Influences on Consumer Behaviour and CRM Part –II			9 hours
d) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. e) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model). Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation			
Module -5 External Influences on Consumer Behaviour			9 hours
Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems. Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.			
Module - 6 Consumer Influence and Diffusion of Innovations			7 hours
Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes.			

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM
Case Study: Pillsbury Cookie Challenge.

Course outcomes:

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

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

Practical Components:

- Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
- Students have to prepare a questionnaire and conduct the survey on consumer buying behaviour and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement. Discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc.
- Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Consumer Behaviour	Leon Schiffman, Leslie	Pearson	Latest Edition
2	Consumer Behaviour: A Managerial Perspective	Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal	Cengage Learning	Latest Edition
3	Consumer Behaviour	Sethna	Sage Publications	4/e, 2018
4	Advertisement Brands & Consumer Behaviour-Case Book	Ramesh Kumar	Sage Publications	2017

Reference Books				
1	Consumer Behaviour in Indian Perspective	Suja Nair	Himalaya Publications	2015
2	Consumer Behaviour: Building Marketing Strategy	Dell, Hawking & others	Tata McGraw Hill	Latest Edition
3	Consumer Behaviour	Satish K Batra & S H H Kazmi	Excel Books	Latest Edition

RETAIL MANAGEMENT			
Course Code	20MBAMM306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1.To provide an understanding of the concepts, techniques and approaches in Sales Management 2. To emphasize on the Sales Manager's problems and dilemmas. 3.To develop skills for generating, evaluating and selecting sales strategies. 4.To develop an understanding of the contemporary retail management, issues, strategies and trends. 5.To highlight the importance of retailing and its role in the success of modern business. 6.To acclimatize with the insights of retailing, key activities and relationships.			
Module-1 Sales Management			7 hours
Meaning, Personal Selling, the sales management process Emerging Trends in Sales Management, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies: selling and buying styles, selling situations, selling skills, selling process.			
Module -2 Management of Sales Territory & Sales Quota			7 hours
Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.			
Module -3 Retail Management			10 hours
Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario. Assignment: History and current trends including Indian retail FDI Policy.			
Module-4 Setting up Retail organization			10 hours
Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores. Assignment: <i>Merchandise Planning and Category Management, Mall Management-key aspects</i>			
Module -5 Retail Pricing			9 hours
Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies Relationship Marketing in Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit Retail Analytics Case Study: Customer Analytics at Big Basket.			
Module – 6 Internationalization of Retailing			7 hours
Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing.			
Course Outcomes: 1.Career development in the field of sales 2.Management of sales 3.Find out the contemporary retail management, issues, and strategies. 4.Evaluate the recent trends in retailing and its impact in the success of modern business. 5.Relate store management and visual merchandising practices for effective retailing. Practical Component: <ul style="list-style-type: none"> Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to 			

succeed in this profession.

- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighbourhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X	X	
CO2	X		X	X	
CO3	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

1	Sales & Distribution Management	Tapan K. Panda & Sunil Sahadev,	6/e, Oxford University Press	2012
2	Managing of Sales Force	Spiro Stanton Rich	TMH	2003.
3	Sales Management	Charles M. Futrell		2012
4	Retail Management	Levy & Weitz	McGraw Hill	Latest Edition
5	Retail Management	Chetan Bajaj	Oxford University	
3	Retail Management-A Global Perspective: Text and Cases	Dr.Harjit Singh	S.Chand	Reprint 2018

Reference Books

	Sales & Distribution Management	Gupta S. L	Excel Books	2010
2	Retail Marketing Management	Dravid Gilbert,	Pearson Education	Latest Edition
3	Retail Management: A Strategic Approach	Barry Berman, Joel R. Evans	Pearson Education	Latest Edition

FINANCE SPECIALISATION COURSES

INVESTMENT MANAGEMENT			
Course Code	20MBAFM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To understand the capital market and various instruments for investment. 2. Learn valuation of equity, debt and mutual funds. 3. To learn theories of portfolio management. 4. To learn diversification of securities for risk return trade off in capital market. 5. To learn portfolio construction for retail investors, high net worth individuals, mutual funds.			
Module -1 Introduction to Investment			7 hours
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).			
Module -2			7 hours
Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security (Theory & Problems).			
Module -3 Valuation of Securities			9 hours
Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).			
Module -4			7 hours
Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).			
Module -5 Modern Portfolio Theory			11 hours
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).			
Module-6 Portfolio Management Strategies and Performance Evaluation			9 hours
Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).			
Course outcomes: At the end of the course the student will be able to: 1. The student will understand the capital market and various Instruments for Investment. 2. The learner will be able to assess the risk and return associated with investments and methods to value securities. 3. The student will be able to analyse the Economy, Industry and Company framework for Investment Management. 4. The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.			

CO-PO MAPPING

Practical Components:

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students' are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	X
CO3	X				X
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
 - Each full question is for 20 marks.
 - Each full question will have sub question covering all the topics under a Module.
 - The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbook/ Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Investment Analysis and Portfolio management	Prasanna Chandra	Tata McGraw Hill Education	3/e, 2010
2	Investments	ZviBodie, Kane, Marcus & Mohanty	Tata McGraw Hill Education	8/e, 2010
3	Security Analysis & Portfolio Management	J Kevin	Tata McGraw Hill Education	2014

Reference Books

1	Analysis of Investments & Management	Reilly & Brown	Cengage Publications,	10e/2017
2	Security Analysis & Portfolio Management	Punithavathy Ehavathy Pandian	Vikas Publications	2/e, 201/8
3	Investment management (Security Analysis and & Portfolio Management)	Bhalla V.K.	Vikas Publications	19/e, 2018

DIRECT TAXATION					
Course Code	20MBAFM304	CIE Marks	40		
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60		
Credits	04	Exam Hours	03		
Course Objectives					
1. To provide the students with a comprehensive understanding of basic concepts of Income tax					
2. To understand the computation of taxable Income under different heads.					
3. To know the deductions available while computing Income.					
4. To understand corporate taxation system in India					
Module-1 Income Tax Act, 1961		7 hours			
Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee).					
Module -2 Income from Salaries		9 hours			
Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).					
Module -3 Income from Business or Professions		9 hours			
Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation. (Problems on computation of income from business/ profession of Individual assessee and Depreciation).					
Module -4 Income under capital gain		9 hours			
Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).					
Module -5 Permissible Deductions		9 hours			
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (Problems on Computation of taxable Income and tax liability of Individuals).					
Module -6 Computation of taxable income of a company		7 hours			
Computation of taxable income of a company with special reference to MAT. (Problems on MAT).					
Course outcomes:					
At the end of the course the student will be able to:					
1. Understand the basics of taxation and process of computing residential status.					
2. Calculate taxable income under different heads.					
3. Understand deductions and calculation of tax liability of Individuals.					
4. Know the corporate tax system.					
Practical Components:					
• Calculation of Taxable income and tax liability using Excel.					
• Encouraging the students to register as tax return preparers.					
• Students can be exposed to filing of tax returns of Individual assesses.					
CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				
CO4	X				

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Direct Taxes Law and practice	Vinod Singhanian and Kapil Singhanian	Taxman Publications	2019/2020 Edition
2	Students Guide to Income Tax Vinod Singhanian and Kapil Singhanian	Vinod Singhanian and Kapil Singhanian	Taxman Publications	2019/2020 Edition

Reference Books

1	Students Handbook on Taxation	T N Manoharan	Snow White Publications Pvt. Ltd	Jan 2020 Edition
2	Income Tax Law & Practice	B.B.Lal & N. Vashisht	Pearson	33e/2019
3	Income Tax	H.C.Mehrotra & S.P.Goyal	Sahithya Bhavan Publications	60 e/2019

BANKING & FINANCIAL SERVICES			
Course Code	20MBAFM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: 1. To understand the structure and functions of central and Commercial banking in India. 2. To learn the functions of various financial services in India.			
Module-1 Structure of Banking in India			7 hours
Structure of Banking in India: Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)			
Module -2 Commercial Banking			9 hours
Commercial Banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. Banking Technology- Concept of Universal Banking-Home banking– ATMs-Internet Banking– Mobile Banking-Core Banking Solutions–Debit, Credit and Smart Cards– Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS. (Theory)			
Module -3 Merchant Banking			9 hours
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs. Fixed price issues.(Theory)			
Module -4 NBFCs; Micro-finance; Leasing & Hire Purchase Banking			9 hours
A. NBFCs: An Overview -Types of NBFCs in India-Regulatory framework. B. Micro-finance: Models, Services, Challenges. C. Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. (Theory& Problems)			
Module -5 Credit Rating; Venture Capital; Depository System & Securitisation of Debt			9 hours
A. Credit Rating: Meaning, Process, Methodology, Agencies And Symbols. B. Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies In India.(Theory) C. Depository System: Objectives, Activities, NSDL& CDSL. Process of Clearing and Settlement. D. Securitization of Debt: Meaning, process, Types, Benefits. (Theory)			
Module-6 Mutual Funds			7 hours
Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Regulations for Mutual Funds.			
Course outcomes: At the end of the course the student will be able to: 1. The Student will be acquainted to various Banking and Non-Banking financial services in India. 2. The Student will understand the activities of Merchant Banking and credit rating. 3. The Student will be equipped to understand micro financing and other financial services in India. 4. The Student will understand how to evaluate and compare leasing & hire purchase.			
Practical Components: <ul style="list-style-type: none"> Study and compare the performance of Public and private sector banks. Issue management: Study the recent public issues. Factoring and forfeiting business in India. Venture capital funding and start up challenges. Status of securitization in India 			

CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				X
CO4	X			X	

Question paper pattern:
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 80 percent theory and 20 percent problems in the SEE.

Textbook/ Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial services	Khan M Y	McGraw Hill	6/e
2	Banking and Financial Services	Mukund Sharma	Himalaya Publishing House	2015
3	Financial Services in India: Concept and Application	Rajesh Kothari	Sage Publications	1/e, 2010

Reference Books

1	Financial Markets and Services	Gordon & Natarajan	Himalaya Publishing House	7/, 2011
2	Merchant Banking & Financial	Vij & Dhavan	McGraw Hill	1/e, 2011
3	Investment Banking	Pratap G Subramanyam	Tata McGraw Hill	2012
4	Behavioural Finance	Sujata Kapoor & Jaya Mamta Prosad	Sage Publications	1/ e, 2019

ADVANCED FINANCIAL MANAGEMENT			
Course Code	20MBAFM306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. To understand the concept capital structure and capital structure theories. 2. To assess the dividend policy of the firm. 3. To be aware of the management of working capital and its financing. 4. To understand the techniques of managing different components of working capital.			
Module -1 Capital Structure Decisions			9 hours
Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).			
Module -2 Dividend Policy			9 hours
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. (Theory and Problems).			
Module -3 Working Capital Management Policy			9 hours
Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).			
Module -4 Inventory Management			7 hours
Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems)			
Module -5 Receivables Management			7 hours
Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. (Theory and Problems)			
Module-6 Cash Management			9 hours
Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund. (Theory and Problems)			
Course outcomes: At the end of the course the student will be able to: 1. Get an overview of capital structure theories. 2. Understand and assess the dividend policy of the firm. 3. Realize the importance of management of working capital in an organization. 4. Be aware of the techniques of cash, inventory and receivables management Practical Component: • Study the working capital financing provided by a Bank and submit the report on the same. • Study the annual report of any two companies and prepare a cash budget for next year. • Study dividend policy of companies and its impact on shareholders' wealth. • Study implications of bonus issues/stock splits of companies.			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				
CO4	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	M.Y.Khan & P.K.Jain	TMH	6/e, 2011
2	Financial Management	Prasanna Chandra	TMH	8/e, 2011
3	Corporate Finance-Text and Cases	Vishwanath S.R.	Sage Publishing	3/e, 2019

Reference Books

1	Financial Management & Policy	Vanhorne	Pearson	12/e,
2	Financial Planning: Theory and Practice	Sid Mitra, Shailendra Kumar Rai, Anandi P Sahu & Harry Starn, Jr.	Sage Publishing	1/e, 2015
3	Financial Management-A	Rajesh Kothari	Sage Publishing	2/e, 2017

HUMAN RESOURCE SPECIALISATION COURSES

RECRUITMENT AND SELECTION			
Course Code	20MBAHR303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to recite the theories and various steps involved in Recruitment and Selection 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization 3. The student will be able to apply and solve the workplace problems through Recruitment and Selection intervention 4. The student will be able to classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection 5. The student will be able to compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems 6. The student will be able to design and develop an original framework and framework in dealing with the problems in the organization. 			
Module-1 Workforce Planning and Recruitment Analytics			9 hours
Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices.			
Module -2 Job Analysis, Job Description and Job Design			9 hours
Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.			
Module -3 Job Evaluation			7 hours
The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.			
Module -4 Selection and Interview Strategy			9 hours
Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.			
Module -5 Testing and Assessment			9 hours
Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.			
Module – 6 Making the Hire; Assessment of Candidate and Job Fit			7 hours
Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Gain the practical insight of various principles and practices of recruitment and selection. 2. Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries. 			

3. Illustrate the application of recruitment and selection tools and techniques in various sectors.
4. Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.

Practical Component:

- Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.
- Meet a Manager (which ever stream), interact and design and JD for that role.
- Meet HR Manager / Officer, and ask Best 10 Interview Questions they ask during Candidate interaction.
- Visit HR department, and take part on shortlisting/ Scrutiny the CV.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				X
CO4	X		X	X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	How to Recruit, Incentives and Retain Millennials.	Rohtak	Sage Publications	2019
2	Recruitment and Selection- Strategies for Workforce Planning & Assessment	Carrie A. Picardi	Sage Publication	2019
3	Human Resource Management	R. C. Sharma	Sage Publication	2019

Reference Books

1	Human Resource Management:	Amitabha Sengupta	Sage Publication	2018
2	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication India Pvt. Ltd	7/e, 2016
3	Performance Management and	T. V Rao	Response Books	2004

HUMAN RESOURCE ANALYTICS			
Course Code	20MBAHR304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<div><div></div><div>1. The student will be able to describe and Identify the application of HR Analytics in the Organisation</div><div>2. The student will be able to describe and explain in her/his own words, the relevance and importance of HR Analytics in the Organisation</div><div>3. The student will be able to apply and solve the workplace problems through application of HR Analytics in the Organisation</div><div>4. The student will be able to classify and categorise different models of HR Analytics in the Organisation</div><div>5. The student will be able to compare and contrast different approaches of HR Analytics in the Organisation</div><div>6. The student will be able to design and develop an original framework and model in dealing with the problems in the organisation.</div></div>			
Module-1 Introduction		7 hours	
Evolution of Business Analytics, Motivation for Studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, Managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analysts, Analytics in Different Domains of Business, Levels of Analytics Maturity.			
Module -2 Rise of Human Resource(HR)Analytics		7 hours	
Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.			
Module -3 Applications of HR Metrics and Creating HR Dashboards		9 hours	
HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings.			
Module -4 Correlation and Regression for HR Analytics		9 hours	
Correlation Analysis, Output of Correlation Analysis, The Case of Outlier, Software for Statistical Analysis 1- GNU PSPP, Plotting Scatter Plot in PSPP, Conducting Correlation in PSPP , Software for Statistical Analysis 2: R and R Commander, The Advantage of Free OSS over Closed Software, Simple Linear Regression Analysis, Co-variation of the Cause and Effect, Temporal Precedence, Plausible Alternative Explanations, Assumptions of Regression Analysis, Interpretation of the Output of Simple Linear Regression Analysis, Conducting Simple Linear Regression Analysis in PSPP, Conducting Simple Linear Regression Analysis in R Commander, Multiple Regression Analysis, Interaction Effects.			
Module -5 HR Analytics Applications using ANOVA		9 hours	
One-Sample T-test, Null and Alternate Hypotheses, One-Sample T-Test, Assumptions of One-Sample T-test , Conducting One-Sample T-Test in PSPP, Conducting One-Sample T-Test in R Commander, Interpreting the Output of One-Sample T-Test, Paired Sample T-Test, Conducting Paired-Sample T-Test in PSPP, Conducting Paired-Samples T-Test in R Commander, Independent-Sample T-Test, Conducting Independent-Sample T-Test in PSPP, Conducting Independent-Sample T-Test in R Commander, Analysis of Variance, Conducting Independent One-Way ANOVA in PSPP, Conducting Independent One-Way ANOVA in R Commander, Steps to Analyse the Output of ANOVA, Advanced Concepts.			

Module – 6 HR Analytics Applications using Regression					9 hours																																			
Logistic Regression with Single Nominal Predictor, Assumptions of Logistic Regression Analysis Conducting Logistic Regression Analysis in PSPP, Conducting Logistic Regression Analysis in R Commander, The Output of Logistic Regression Analysis, Multiple Predictors, Conducting Logistic Regression Using Rattle Package, Advanced Concepts , Pros and Cons of Logistic Regression as a Supervised Learning Algorithm; Factor Analysis and Cluster Analysis: Factor Analysis, Assumptions of Factor Analysis, Considerations Before Conducting Factor Analysis; Conducting Factor Analysis in PSPP, Conducting Factor Analysis in R Commander, Interpretation of the Output of Factor Analysis, Cluster Analysis, Assumptions of Cluster Analysis, Conducting Cluster Analysis in PSPP, Conducting Cluster Analysis in R Commander, Conducting Cluster Analysis in Rattle, Interpreting the Output of Cluster Analysis, Advanced Concepts.																																								
Course Outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Gain practical insight of HR Processes, HR analytics and predictive modelling used in HR functions. 2. Acquire conceptual knowledge of HRA frameworks, models and approaches. 3. Illustrate the application of datafication of HR, predictive analytics tools and techniques. 4. Analyse the employee data set, considering the various concepts and functions of HR, facilitating the decision making in business context. Practical Component: <ul style="list-style-type: none"> • To visit an Organisation and interact with Analyst who deals with HR function; Know how the data is used and worked. • Prepare a dashboard and analysis various functions and interrelations of data. • Work on Excel through real time data of any company and generate the output. 																																								
CO-PO MAPPING																																								
<table border="1"> <thead> <tr> <th rowspan="2">CO</th><th colspan="5">PO</th></tr> <tr> <th>PO1</th><th>PO2</th><th>PO3</th><th>PO4</th><th>PO5</th></tr> </thead> <tbody> <tr> <td>CO1</td><td>X</td><td></td><td></td><td></td><td>X</td></tr> <tr> <td>CO2</td><td>X</td><td></td><td></td><td>X</td><td></td></tr> <tr> <td>CO3</td><td>X</td><td>X</td><td></td><td>X</td><td></td></tr> <tr> <td>CO4</td><td>X</td><td></td><td></td><td>X</td><td></td></tr> </tbody> </table>						CO	PO					PO1	PO2	PO3	PO4	PO5	CO1	X				X	CO2	X			X		CO3	X	X		X		CO4	X			X	
CO	PO																																							
	PO1	PO2	PO3	PO4	PO5																																			
CO1	X				X																																			
CO2	X			X																																				
CO3	X	X		X																																				
CO4	X			X																																				
Question paper pattern: The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60. <ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks. • Each full question will have sub question covering all the topics under a Module. • The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. • 100 percent theory in the SEE. 																																								
Textbooks																																								
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year																																				

1	Practical Applications of HR Analytics	Pratyush, Banerjee; Jatin Pandey; Manish Gupta	Sage Texts, India	2019
2	HR Analytics- Understanding Theories and Applications	Bhattacharya, Dipak Kumar	Sage Texts, India	2017
3	Winning on HR Analytics- Leveraging Data for Competitive Advantage	Ramesh, Soundarajan and Kuldeep Singh	Sage Publication India Pvt. Ltd.	2016
Reference Books				
1	Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration	Sesil James, C	Pearson, New Jersey	2017
2	Predictive Analytics- Mastering the HR Matrix	Martin Edwards and Kirsten Edwards	Kogan Page	2019
3	Fundamentals of HR Analytics: A Manual on Becoming HR Analytical	Fermin Diez, Mark Bussin, Venessa Lee	Emerald Publishing Limited	2019

INDUSTRIAL RELATIONS AND LABOUR LAWS			
Course Code	20MBAHR305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Labour Laws regulating Industrial Relations in Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation 3. The student will be able to apply and solve the workplace problems through Labour Laws 4. The student will be able to classify and categorise different Laws and Codes 5. The student will be able to create and reconstruct Industrial Relations System to be adopted in the Organisation 6. The student will be able to appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation 			
Module-1 Fundamental Aspects of Industrial Relations			9 hours
Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, Trade Unions: The Participants of Industrial Relation Activities, State and Employer/Management. The Participants of Industrial Relation Activities; Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes			
Module -2 Factories Act, 1948			7 hours
Introduction, Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences			
Module -3 Social Security Act			9 hours
The Employees' Compensation Act, 1923 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty The Employees' State Insurance Act, 1948 Introduction, Objectives, Scope and Important Definitions, Administration of the Act, Finance and Audit, Contribution, Benefits, Obligations of Employers under the Act, Adjudication of Disputes, Claims and Penalties, Exemptions The Maternity Benefit Act, 1961 Introduction, Objectives, Scope and Important Definitions, Provisions Related to Maternity, Benefits, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 Introduction, Objectives, Scope and Important Definitions, Administration of the Schemes under the Act, Administration of the Act, Calculation of Money Due from Employers, Their Recovery and Employees', Provident Funds Appellate Tribunal, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act The Payment of Gratuity Act, 1972 Introduction, Objectives, Scope and Important Definitions, Payment and Forfeiture of Gratuity and Exemption, Compulsory Insurance and Protection of Gratuity, Determination and Recovery of Gratuity, Enforcement of the Act, Penalties and Offences.			
Module -4 Wages Act			9 hours
The Payment of Wages Act, 1936 Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act The Minimum Wages Act, 1948 Introduction, Objectives, Scope and Important Definitions, Fixation and Revision of Wages, Payment of			

Minimum Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act
The Payment of Bonus Act, 1965
 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Disqualification and Amount of Bonus, Calculation of Bonus, Special and Miscellaneous Provisions, Dispute, Penalties and Offences

Module -5 Regulating Employer-Employee Relations Act **9 hours**

The Industrial Disputes Act, 1947

Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act, (Chapter II), Notice of Change in Conditions of Service (Chapter II-A), References of Disputes to Boards, Courts or Tribunals and Voluntary References (Chapter III) Award and Settlements, Strikes and Lockouts (Chapter V), Layoff and Retrenchment (Chapters V-A and V-B), Transfer and Closing Down of Undertakings, Special Provisions Related to Layoff, Retrenchment and Closure (Chapter V-B), Unfair Labour Practices (Chapter V-C), Miscellaneous Provisions of the Act (Chapter VII)

The Industrial Employment (Standing Orders) Act, 1946

Introduction, Objectives, Scope and Important Definitions of the Act, Procedure for Certification of Standing Orders, Other Provisions Relating to Standing Orders, Miscellaneous Provisions of the Act, Penalties and Offences

The Trade Unions Act, 1926

Introduction, Objectives, Scope and Important Definitions, Registration and Cancellation of Registration of Trade Unions, Rights and Duties of Registered Trade Unions, Amalgamation and Dissolution of Trade Union, Penalties

Module – 6 Contract Labour (Regulation and Abolition) Act, 1970 **7 hours**

Contract Labour (Regulation and Abolition) Act, 1970

Introduction, Objectives, Scope and Important Definitions, Registration of Establishments Employing Contract Labour, The Advisory Boards, Prohibition of Employment of Contract Labour, Appointment of Licensing Officer and Licensing of Contractors, Welfare and Health of Contract Labour, Offences by Companies

The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959

Introduction, Objectives, Scope and Important Definitions, Notification of Vacancies, Penalties Miscellaneous Provisions, The Employment Exchanges (Compulsory Notification of Vacancies) Amendment Bill, 2013

Course outcomes:

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

1. Gain practical experience related to labour legislations in India across various sectors.
2. Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.
3. Develop the greater understanding of IR concepts and its application in solving various issues in IR.
4. Apply the IR and labour laws concepts in various industries in India.

Practical Component:

- Visit Any Organisation and discuss the applicability of Laws at the workplace
- Meet HR Manager and discuss the statutory and non-statutory measure
- Visit Labour Dept, Government, and Interact with Labour Commissioner

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X		X		X
CO4	X		X		

<p>Question paper pattern: The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.</p> <ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks. • Each full question will have sub question covering all the topics under a Module. • The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. • 100 percent theory in the SEE. 				
Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publication India Pvt. Ltd	2019
2	The SAGE Handbook of Industrial Relations	Paul Blyton, Edmund Heery, Nicolas Bacon, Jack Fiorito	SAGE Publications	2008
3	Labour and Industrial Laws	P. K. PADHI	Prentice Hall India Pvt., Limited	2017
Reference Books				
1	Bare Acts, Ministry of Labour	GOI	GOI	2019
2	The Idea of Labour Law	Guy Davidov, Brian Langille	The Oxford University Press	2011
3	Labour and Industrial Laws	PADHI, P. K	PHI Learning Pvt. Ltd	2019

COMPENSATION MANAGEMENT AND REWARD SYSTEM			
Course Code	20MBAHR306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Compensation Management in the Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation 3. The student will be able to apply and solve the workplace problems through application of Compensation Management 4. The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation 5. The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation 6. The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation. 			
Module-1 Compensation			7 hours
Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
Module -2 Compensation Management			7 hours
Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.			
Module -3 Wage Determination Practices in India			9 hours
Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.			
Module -4 Contingent Pay, Pay for Performance, Competence			9 hours
Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance - Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.			
Module -5 Administration & Controlling Salary Costs and Salary Review			9 hours
Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.			
Module - 6 Operating, Non-financial Benefits(Intrinsic and Relational Rewards)			9 hours

on, Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.

Course outcomes:

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

1. Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.
2. Determine the performance based compensation system for business excellence and solve various cases.
3. Designing the compensation strategies for attraction, motivation and retaining high quality workforce.
4. Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

Practical Component:

- To understand the theoretical and practical aspects in the area of compensation and benefits.
- Exposure to MS-Excel or HRIS packages recommended.
- Acquire knowledge of compensation and reward system policies, processes and procedure.
- Apply the concepts of compensation administration and intrinsic and extrinsic reward system in national and global perspective.
- Analyse the divergent system and wage determination practices followed in various sectors.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				X
CO2	X	X	X		
CO3	X	X			
CO4	X			X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publication India Pvt. Ltd	2019
2	Compensation and Benefit Design	Biswas, Bashker, D	Pearson	2013
3	Managing Employees Performance and Rewards	Shields	Cambridge Press	2007

Reference Books				
1	Human Resource Information Systems: Basics, Applications, and Future Directions	Michael J. Kavanagh, Mohan Thite, Richard D. Johnson	Sage Publication India Pvt. Ltd	3/e, 2015
2	Competency-Based Human Resource Management	Anindya Basu Roy, Sumati Raym	Sage Publication India Pvt. Ltd	2019
3	Compensation and Reward Management	Singh, B D	Excel Books	2007

**GUIDELINES FOR INTERNSHIP 20MBA IN 307
(BETWEEN 2ND AND 3RD SEMESTER MBA)**

INTERNSHIP			
Course Code	20MBA IN 307	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:8	SEE Marks	60
Credits	04	Exam Hours	00

OBJECTIVE

To expose the students to understand the working culture of the organization and apply theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE

The Internship shall consist of study of an organization for 4 credits for 4 weeks.

GENERAL GUIDELINES

- The Internship shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes
- The Course code of the Internship shall be 20MBA IN 307 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

Submission of Report: Students shall submit one hard copy of the report to the college with hard bound color of royal blue and a soft copy in PDF file (Un-editable Format)

Evaluation:

Internal evaluation will be done by the internal guide.

Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or Internal Guide of the department and an external evaluator drawn from industry. In case of non availability of industry professional, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce examination. Internship carries 100 marks consisting of 40 marks for Internship report (evaluated by internal guide) and 60 marks for viva-voce examination.

Contents of the Internship Report

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Internship by the student.
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs

Executive summary

Chapter 1: Introduction about the Organisation & Industry.

Chapter 2: Organization Profile

- Back ground,
- Nature of business,
- Vision mission, quality policy
- Workflow model
- Product/service profile
- Ownership pattern
- Achievements/awards if any
- Future growth and prospects

Chapter 3: Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statements

Chapter 6: Learning experience.

Bibliography

Annexure relevant to the Internship such as figures, graphs, photographs, Financial statements etc.,

Format of the Internship: Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides (1.5” on left side due to binding) and 1.5line spacing. The Internship report shall not exceed 60 pages.

Rubrics for Internship 20MBAIN 307 Marks

SL. No		Particulars	Marks
1	CIE	Assessment by the Guide- Interaction with the student	20
2	CIE	Report Evaluation by the Guide	20
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	60
		Total	100

Mark sheet for Viva voce Examination (SEE)

Visvesvaraya Technological University

Name of the Institution

Name of the Department

Course Code and Course Title: 20MBA IN 307 Internship

SL. No	Aspects	Marks
1	Introduction	5
2	Understanding the Industry	5
3	Understanding the Corporate Functions/Company profile	10
4	Mckensy's 7S framework and Porter's Five Force Model	10
5	SWOT/SWOC analysis justification	10
6	Financial statement analysis	10
7	Learning experience	10
	Total	60

Marks Sheet for Viva Voce examination

SL No	USN	1	2	3	4	5	6	7	Total
1									
2									
3									
4									
5									
	Total								

Signature of Internal Examiner
Name and Designation with affiliation

Signature of External Examiner
Name and Designation with affiliation

**IV SEMESTER
MARKETING SPECIALISATION COURSES**

B2B MARKETING MANAGEMENT			
Course Code	20MBAMM401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. Make students have an understanding of B2B Marketing and its characteristics 2. To analyze the purchasing decisions of online customers 3. Analysing traditional marketing approach vis-a vis modern marketing approach using the B2B strategy 4. To enhance knowledge of emerging trends in integrated marketing communications. 5. Managing innovation in the B2B context and understand concept of Relationship portfolio and Key Account Management.			
Module-1 B2B Marketing			7 hours
B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.			
Module -2 Purchasing Behaviour			7 hours
Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process- variations. Buying situations and marketer actions. Online buying. Traditional marketing approach- uncertainties of buyer and supplier/ marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Case Study			
Module -3 B2B strategy and Market Segmentation			7 hours
Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification. B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. Case Study.			
Module -4 Market Communication			7 hours
Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high-priority customers. Value selling and consequences- order fulfilment-relationship building- Case Study.			
Module -5 Relationship Portfolio & Key Account Management			7 hours
Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study. Assignment: Implementing KAM			
Module – 6 B2B product Offerings and Price Setting			5 hours
Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Case Study			
Course outcomes: At the end of the course the student will be able to: 1. Understand significance of B2B marketing . 2. Ability to create an integrated marketing communications plan which includes promotional strategies. 3. Effectively use marketing communication for customer acquisition 4. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics. Practical Component: <ul style="list-style-type: none"> Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession. Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling? Students can make a presentation on any product or the services of student choice, covering selling strategies 			

and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating.

- Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is : how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X	X		
CO3	X	X	X		X
CO4	X		X	X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business to Business Marketing	Ross Brennan, Louise Canning & Raymond McDowell	Sage Publications	3e -2014
2	B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement	Heidi Taylor	Kogan Page	1/e, 2017

Reference Books

1	Innovative B2B Marketing: New Models, Processes and Theory	Simon Hall	Kogan Page	1/e, 2017
2	Product and Brand Management	Michael Baker and Stuart Hart	Pearson	4/e, 2014

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	20MBAMM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. To understand the basic concepts, processes and key elements of a supply chain. 2. To understand the elements and scope of logistics in supply chain management 3. To provide insights for establishing efficient, effective, and sustainable supply chains. 4. To comprehend the role of warehouse management 5. To gain knowledge about Inventory Management 6. To provide insights into International Logistics 7. To explain the role of technology in supply chain planning, visibility, and execution. 			
Module-1 Supply Chain			7 hours
Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits. Definition and scope of Logistics. Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain. Case Study.			
Module -2 Warehouse Management System			7 hours
Warehousing – scope, primary functions. Efficient Warehouse Management. Types of Warehouse. Warehouse Layout Design, criteria. Warehouse Management System, Distribution Management, Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. HUB & SPOKE vs Distributed Warehouses. Case Study			
Module -3 Inventory Management			7 hours
Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning. Dealing with demand uncertainty in Supply Chain- managing uncertainty in Supply Chain, (Bullwhip Effect) ,Impact of uncertainties. Case Study			
Module -4 Transportation			5 hours
Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances. Packaging Issues in Transportation, role of containerisation. Case Study			
Module -5 Logistics Management			7 hours
Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRP, customer service, expected cost of stock outs. Recent Issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM. Case Study			
Module - 6 International Logistics			7 hours
Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India. Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain introduction. Case Study			

Course outcomes:

The student should be able to:

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

Practical Components:

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

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X				X
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	A Logistic approach to Supply Chain Management	Coyle, Bardi, Longley	Cengage Learning	Latest edition
2	Integrated Supply Chain and Logistics Management	Rajat K. Baisya	Sage	2020
3	Supply Chain Management- Text and Cases	Janat Shah	Pearson	Latest edition
4	Supply Chain Management- Strategy, Planning and Operation	Sunil Chopra, Peter Meindl, D.V.Kalra	Pearson	Latest edition
5	Marketing Channels	Anne Coughlan, Anderson, Stern and El-Ansary		

Reference Books

1	The Box	Marc Levinson		
2	Essentials of Supply Chain Management	Michael H Hugos		
3	Logistics and Supply Chain	Martin Christopher	FT Publishing	5 th Edition
4	Supply chain Logistics Management	Donald J Bowersox,	Mc Graw Hill	4 th Edition

DIGITAL MARKETING MANAGEMENT			
Course Code	20MBAMM403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To understand the important concepts related to e-marketing 2. To learn the use of different electronic media for designing marketing activities. 3. To acquaint the students with the latest techniques of e-marketing.			
Module-1 Introduction to Digital Marketing		7 hours	
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan			
Module -2 Display Advertising		7 hours	
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
Module -3 Search Engine Advertising		7 hours	
Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan			
Module -4 Social Media Marketing		7 hours	
Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations			
Module -5 Mobile Marketing		7 hours	
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project..			
Module – 6 Search Engine Optimization		5 hours	
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only			
Course outcomes: At the end of the course the student will be able to: 1. Recognize appropriate e-marketing objectives. 2. Appreciate the e-commerce framework and technology. 3. Illustrate the use of search engine marketing, online advertising and marketing strategies. 4. Develop social media strategy's to solve business problems. Practical Components: • Students will learn to create a digital marketing plan. • Students will learn to create a mobile advertising project.			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X			
CO3	X		X	X	
CO4	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
2	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	2017
3	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	2/e, 2014
4	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	3/e, 2020

Reference Books

1	Digital Marketing	Swaminathan T N, Karthik Kumar	Cengage Learning India Pvt. Ltd	2019
2	Digital Marketing	Hanlon	Sage Publications	2/e, 2017
3	Digital Marketing	Ian Dodson	Wiley	2016

STRATEGIC BRAND MANAGEMENT			
Course Code	20MBAMM404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
1. To appreciate the relationship between corporate strategy and Brand Management.			
2. To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.			
3. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.			
Module-1 Brand Management		7 hours	
Concept, Meaning of Brand, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Brand Management- Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands.			
Module -2 Customer Based Brand Equity(CBBE)		5 hours	
Meaning, Model of CBBE, Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Mo del. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,			
Module -3 Choosing Brand Elements to Build Brand Equity		7 hours	
Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.			
Module -4 Brand Value chain		7 hours	
Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis			
Module -5 Designing and sustaining branding strategies		7 hours	
Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies. Assignment: Measuring Brand Strength			
Module – 6 Making Brands go Global		7 hours	
Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favouring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.			
Course outcomes:			
At the end of the course the student will be able to:			
1. Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.			
2. Understand the overview of management, theory of management and practical applications of the same.			
3. Effectively use their skills for self-grooming, working in groups and to achieve organizational goals .			

4. Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.

5. Understand and demonstrate their exposure on recent trends in management

Practical Component:

- Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other product.
- If you would start an MBA College, what would the positioning be with POP's and POD's?
- Pick up your college, analyse its positioning and how would you reposition it?
- Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
- Consider some groups like Tata's, Birla's, Infosys etc – what is their branding strategy.
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				
CO3	X		X		X
CO4	X		X		X
CO5	X		X	X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategic Brand Management, Building Measuring & Managing	Kevin Lane Keller	Pearson Education	Latest Edition
2	Brand Management -The Indian Context	Y L R Moorthi	Vikas Publication	Latest Edition
3	Strategic Brand Management	Jean, Noel, Kapferer	Kogan Page India	Latest Edition

4	M B Parameswaran	Brand Building and Advertising Concepts and Cases	Tata McGraw Hill Publication	Latest Edition
Reference Books				
1	Compendium Brand Management	Chunnawalla	HPH,	Latest Edition
2	Strategic Brand Management	Richard Elliott & Larry Perclu	Oxford Press	Latest Edition
3	Creating powerful brands	Chernatony	Elsevier	Latest Edition
4	Brand Management for B2B	Shard Sharin	Sage Publications	1/e, 2015

AGRI BUSINESS MARKETING			
Course Code	20MBAMM405	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> To provide a conceptual understanding on the Rural Marketing with special reference to Indian context. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context. To familiarize with the special problems related to sales in rural markets. 			
Module-1 Introduction to Indian Rural Marketing			7 hours
Scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.			
Module -2 Rural Consumer behaviour			7 hours
Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer-Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. 60 Researching Rural Market: Sensitizing rural market, Research design-reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.			
Module -3 Rural Marketing of FMCG's			7 hours
Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies Rural marketing of financial services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services.			
Module -4 Marketing of agricultural inputs			5 hours
Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.			
Module -5 Marketing of agricultural products			7 hours
Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce. Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business.			
Module - 6 Distribution and Communication Strategy			7 hours
Distribution Strategy: Introduction Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters.			
Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences			

rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies.

Live Project: Visit a Rural santhe in village setting (Producer market) and submit a report

Course outcomes:

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

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

Practical Components:

- Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
- Visit to a village and understand the market structure and also understand the functioning part of the rural markets.
- Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability).
- Students can do a survey on corporate farming and its effect on income of the rural farmer.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X			
CO2	X			X	
CO3	X		X		X
CO4	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE.

Textbooks

SI No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Rural Marketing	Pradeep Kashyap & Siddhant Bhatnagar	Biztantra.	2108
2	Rural marketing: Challenges and OpportModuleies	Dinesh Kumar & Punam Gupta	SAGE	2017
3	Rural Marketing	Gopal Swamy T. P	Vikas Publishing	2108

Reference Books

1	Rural Marketing	Dogra &KarminderGhuman	TMH	2018
2	Rural Marketing	Sanal Kumar Velayudhan	Response Publication	2014
3	Agricultural Marketing In India	Acharya	Oxford I B H.	2015

INTERNATIONAL MARKETING MANAGEMENT			
Course Code	20MBAMM406	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To introduce students to the international marketing management process, design and theories 2. To develop skills relating to international trade. 3. To familiarize the steps involved in import export documentation.			
Module -1 Introduction to International Marketing			5 hours
Scope, Challenges, Reasons and Motivations, Concepts to the management of international marketing function, differences between international marketing and domestic marketing – transition from domestic to international markets - World Trade and India's foreign trade: an overview.			
Module -2 International Trade Theories and Market research			5 hours
International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications. Developing a global vision through market research : Breadth and scope of international marketing research , problems in availability and use of secondary data, problems in gathering primary data , multi cultural research – a special problem , research on internet – a new opportunity , estimating market demand, responsibility for conducting marketing research, communicating with decision makers. Identifying foreign markets – classification based on demand , based on the stage of development ,other basis for division of world markets.			
Module -3 Planning and organization			7 hours
Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition. Global marketing environment – cultural Environment Political and Legal Environment, Economic Environment- Modes of entry in to foreign business.			
Module -4 International Product Policy for Consumers			9 hours
: Quality – green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging. Product and services for businesses. Demand in global business to business markets- Quality and global standards – business services – tradeshows crucial part of business to business marketing – relationship markets in business to business context.			
Module -5 International Pricing, Promotion and distribution decision			9 hours
Pricing decision: global pricing frame work, pricing basics, marginal cost pricing and its importance. Transfer pricing, counter trade, systems pricing, pricing and positioning price quotation-INCO terms. Promotion decision: International Advertising, Sales promotion in International, direct mailing, personal selling, exhibition – generic promotion in international marketing. Global Distribution decision - Introduction, distribution as competitive advantage, rationalizing local channels, global channel design, Channel alternatives – Importance of Channel decision – Factors influencing the Channel decision – Channel Selection decision. <i>Assignment: Identifying a International luxury product and relate it to either pricing or promotion or distribution</i>			
Module – 6 Import –Export procedure and documentation			5 hours
Import policy – procedure and Documentation - balance of trade and payments , Institutional infrastructure for exports promotions in India-India's trade policy- export assistance- exports documentation and procedures including different stages of documentations. International Retailing. International expansion of retailers – International retailing defined – retail format – variations in different markets – general merchandise at Retailing – issues in international retailing.			

Course outcomes:

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

1. Understand the differences between domestic marketing and international marketing.
2. Understand the concept of international pricing and distribution decision.
3. Acquire the knowledge of import export documentation.

Practical Components:

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

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE.

Recommended Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	International Marketing	Catero, Graham	TataMcGrawHill	Latest Edition
2	International Marketing	Varshney, Bhattacharya	S.Chand	Latest Edition
3	Global marketing management	Warren J.Keegan	Pearson	Latest Edition
4	International Marketing Management: Text and Cases	U C Mathur	SAGE	2008

Reference Books

1	International marketing: analysis and strategy	Sak Onkvisit, Johnshaw	Biztantra	Latest Edition
2	International marketing	Rakesh mohan Joshi	Oxford	Latest Edition
3	International marketing	Michael Czinkota, Illka A. Ronkainen	Cenage Learning	Latest Edition

FINANCE SPECIALISATION COURSES

RISK MANAGEMENT AND INSURANCE			
Course Code	20MBAFM401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To provide an understanding of different types of risk. 2. To provide an understanding of the risk identification and measurement. 3. To give an overview of role of Life Insurance in risk management. 4. To provide an understanding of general insurance contract.			
Module -1 Introduction to Risk Management			5 hours
and Risk Identification: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability - Exposure to Work-Related Injury. (Theory).			
Module -2 Risk Measurement			7 hours
Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).			
Module -3 Introduction to Insurance			7 hours
Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk- Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).			
Module -4 Life Insurance			7 hours
Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).			
Module -5 General Insurance			7 hours
Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).			
Module-6 Management of Insurance Companies			7 hours
Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).			
Course outcomes: At the end of the course the student will be able to: 1. Understand various types of risks. 2. Assess the process of identifying and measuring the risk. 3. Acquaint with the functioning of life Insurance in risk management. 4. Understand general insurance contract.			

Practical Component:

- Should visit insurance companies and understand the types of policies
- Understand how insurance premium are fixed
- Interact with insurance agents and understand the ground reality of insurance investors.
- Understand how different insurance companies settle the accident claims/death claims
- Understand the functioning and organisation structure of insurance companies.
- Compile and analyse General and Life insurance policies offered by Indian insurance companies (one public sector and one private sector)
- Visit policy bazaar portal and study the different types of insurance policies offered by the Indian insurance companies.
- Analyse the Systematic and unsystematic risk of any two companies
- Analyse the types of Risk in different sectors of India due to Covid- 19 Pandemic

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X	X			
CO4	X				

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Principles of Risk Management and Insurance	George E Rejda	Pearson	12/e, 2009
2	Insurance and Risk Management	P.K. Gupta	Himalaya	1/e, 2010

Reference Books

1	Principles and Practice of Insurance	P. Periasamy	Himalaya Publishing House	2/e, 2009
2	Introduction to Risk Management and Insurance	Dorfman, Mark S.	Prentice Hall India	10/e, 2008
3	Risk Management and Insurance	Scott E. Harrington, Gregory R Niehaus	TMH	2/e, 2007

FINANCIAL DERIVATIVES			
Course Code	20MBAFM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To understand various concepts and terminologies used in various financial derivatives. 2. To explain and critically evaluate various financial derivatives such as forwards, futures, options, financial swaps, credit derivatives etc. 3. To apply various financial derivatives in hedging risk and analyse it.			
Module-1 Financial Derivatives			5 hours
Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives-Factors causing growth of derivatives-functions of derivatives market-Derivative market players (Hedgers, speculators and arbitragers)-Derivatives market in India. (Theory).			
Module -2 Futures and Forwards			7 hours
Futures and Forwards: Meaning, features and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).			
Module -3 Option Contracts			7 hours
Option Contracts: Meaning, features and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options-Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems).			
Module -4 Financial Swaps			7 hours
Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps- Triangular swap (Numerical problems only on interest rate swap including triangular swap)-valuation of interest rate swaps- Only theory. (Theory and Problems).			
Module -5 Commodity Derivative Market			7 hours
Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory).			
Module -6 Credit Derivatives and VaR			7 hours
Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO)-Sub-Prime Crisis-2007-Credit Spread Options-Probability of Default- Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk-Meaning, VaR Models-Stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate). (Theory and Problems).			
Course outcomes: At the end of the course the student will be able to: <ul style="list-style-type: none"> Understand the mechanism of forwards/futures, options, financial swaps, various credit derivatives and VaR with their features, merits and demerits. Assess the application of forwards/futures, options, financial swaps, various credit derivatives and VaR using numerical problems. Application of financial derivatives in risk management. Critically evaluate various financial derivatives. Practical Component: <ul style="list-style-type: none"> Visit the website of FEDAI and understand the regulations for Commodity Exchanges Visit the MCX/NCDEX and understand the their trading and settlement Visit the banks and understand the their foreign exchange transactions. Undesatnd how different types of qoutations helpful to the participants in Forex 			

- Understand what is the implication of financial derivatives.
- Compile and analyze few Futures, Forward Option contract documents
- Visit MCX portal and study its trading and settlement process
- Study the different types of option and Future contracts traded on NSE

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X			X	
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Options, Futures & Other Derivatives	John C. Hull	Pearson Education	
2	Financial Derivatives-Text and Cases	Prakash Yaragol	Vikas Publishing House Pvt. Ltd.	1/e, 2019

Reference Books

1	Options & Futures	Vohra & Bagri	TMH	2/e
2	Derivatives-Principles and Practice	Sundaram & Das	McGraw Hill	
3	Derivatives and Risk Management	Rajiv Srivastava	Oxford University	2010

INDIRECT TAXATION			
Course Code	20MBAFM403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: 1. To provide an overview of GST in India 2. To provide an understanding of levy and collection of GST 3. To give an overview of customs duty in India 4. To provide an understanding of valuation for customs duty			
Module-1 Introduction to Goods and Services Tax (GST)			7 hours
Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).			
Module -2 Levy and Collection of Tax			7 hours
Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).			
Module -3 Time and Value of Supply			7 hours
Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).			
Module -4 Input Tax Credit			7 hours
Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).			
Module -5 Customs Duty			7 hours
Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). (Theory and Problems).			
Module -6 Import and Export Procedure for Customs			5 hours
Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).			
Course outcomes: At the end of the course the student will be able to: 1. Have clarity about GST system in India 2. Understanding of levy and collection of GST in India 3. Have an overview of customs duty in India 4. Understanding of valuation for customs duty.			
Practical Component: <ul style="list-style-type: none"> • Compile and analyze documents pertaining to Registration under GST and Returns under GST • How to file Online GST Returns • How to Generate GSTR 1 & GSTR 3B, E way Bill and How to calculate and avail Input Tax Credit(ITC) • Conduct a survey among local business community about compliance with GST regime. • Encourage students to register for online GST Certification Course – Suggested. 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				
CO3	X				
CO4	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Indirect Taxes Law and practices	V S Datey	Taxmann's	<i>Latest Edition</i>
2	GST & Customs Law (University Edition)	K.M Bansal	Taxmann's	<i>Latest Edition</i>

Reference Books

1	Principles of GST & Customs Law	V.S. Datey and Dr. Krishnan Sachdeva	Taxmann's	<i>Latest Edition</i>
2	Goods & Services Tax (GST) in India	B. Viswanathan	UBS Publishers	<i>Latest Edition</i>
3	Indirect Taxation	Raj K Agrawal & Shivangi Agrawal	Bharat Law House Pvt. Ltd	<i>Latest Edition</i>

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING			
Course Code	20MBAFM404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: 1. To understand various concepts and terminologies used in mergers and acquisition. 2. To explain and critically evaluate M&A with its different classifications, strategies, theories, synergy etc. 3. To apply and analyse financial evaluation and accounting aspects of M&A.			
Module-1 Mergers and Acquisitions(M & A)			5 hours
Introduction of M & A: Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis-BCG matrix. (Theory).			
Module -2 Merger Process			7 hours
Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration. (Theory).			
Module -3 Financial Evaluation of M & A			7 hours
Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).			
Module -4 Accounting aspects of Amalgamation			7 hours
: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).			
Module -5 Acquisitions/Takeovers			7 hours
Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).			
Module -6 Corporate Restructuring			7 hours
Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).			
Course outcomes: At the end of the course the student will be able to: 1. Understand M&A with its different classifications, strategies, theories, synergy etc. 2. Conduct financial evaluation of M&A 3. Analyse the results after evaluation 4. Critically evaluate different types of M&A, takeover and antitakeover strategies Practical Component: <ul style="list-style-type: none"> Choose any two latest M & A deal, announced/completed in the Indian corporate sector in 2019-20; Compile complete details of the deal; Study the deal in the light of the following: <ol style="list-style-type: none"> Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal Synergies/benefits likely to emerge from the deal Challenges/Impact/Problems-associated with the deal. 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X			X	
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 60 percent theory and 40 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Mergers Acquisitions & Corporate Restructuring - Strategies & Practices	Rabi Narayan Kar and Minakshi	Taxmann's	3/e, 2017
2	Mergers and Acquisitions	Sheeba Kapil and Kanwal N. Kapil	Wiley	2/e, 2017
3	Mergers, Acquisitions and Corporate Restructuring: Text and Cases	Chandrashekar, Krishnamurti & Vishwanath S	Sage Publications	2/e, 2018

Reference Books

1	Mergers, Acquisitions and Takeovers	H.R.Machiraju	New Age International Publishers	1/e, 2010
2	Mergers et.al.-Issues, Implications, and Case Law in Corporate Restructuring	Ramanujam S.	Tata McGraw Hill Publishing House	2000
3	Takeovers, Restructuring and Corporate Governance	Weston, Mitchell and Mulherin	Pearson Education	4/e , 2003.

CORPORATE VALUATION			
Course Code	20MBAFM405	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: 1. Identify the purpose of corporate valuation and to obtain an overview of the basic corporate valuation process 2. To familiarize the students with the standard techniques of corporate valuation. 3. To develop analytical skills and communication strategies for discussing corporate valuation. 4. To understand the valuation in the contexts of IPOs, M&As, Bankruptcy cases			
Module -1 Corporate Valuation Overview			7 hours
Approaches to Valuation-Features of the valuation process: Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis (Theory and problems).			
Module -2 Non-DCF Approaches to Valuation			7 hours
Book value approach, Adjusted book value approach, Stock and debt approach (numerical problems in each of these methods).Market efficiency and valuation. Call option based valuation (theory only because Numerical problems on Black and Scholes –Binomial methods are considered in Derivatives).Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative evaluation. (Theory and problems).			
Module -3 Advanced Issues in Valuation			7 hours
Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands, WACCVs Flow to equity method. (Theory and problems).			
Module -4 Strategic Financing Decisions			7 hours
Strategic financing decisions: Valuation and financing Decisions in ideal capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buyback and valuation. (Theory).			
Module -5 Leverage decisions			7 hours
, Agency costs of Debt, financial distress, Bankruptcy. Role of Government, securities Markets and financial institutions in IPO valuations and M&As. (Theory).			
Module-6 Value Based Management			5 hours
Value Based Management- Methods and Key premises of VBM-Marakon approach-Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters. (Theory).			
Course outcomes: At the end of the course the student will be able to: 1. Understand corporate valuation and valuation process 2. Familiarize with the standard techniques of corporate valuation 3. Develop analytical skills relevant for corporate valuation and value based management 4. Critically evaluate IPOs, M&As, Bankruptcy cases Practicaul Component: <ul style="list-style-type: none"> Obtain last three years' balance sheet of any TWO firms (from different sector) that has debt and equity. Find out the free cash flow to the firm (FCFF) and free cash flow to the equity (FCFE) for the last three years. Determine if there is any growth in the cash flows to the firm and to the equity holders. Find beta of the firm and Compute cost of equity and WACC. Finally find the value of the firm and interpret the findings. Discuss few case studies on Value-based management followed in Indian corporates. Study the IPO valuation by Indian financial institutions. 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				
CO3	X			X	
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 60 percent theory and 40 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Corporate Valuation and Value Creation	Prasanna Chandra	Tata McGraw Hill	2011
2	Damodaran on Valuation	Aswath Damodaran	John Wiley and Sons	2/e, 2006

Reference Books

1	Corporate Valuation: A Guide for Managers and Investors	Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves	Cengage Learning	2003
2	Corporate Valuation	David Frykman, Jakob Tolleryd	Prentice Hall	2003
3	The Valuation Handbook: Valuation Techniques from Today's Top Practitioners	Rawley Thomas, Benton E. Gup	John Wiley & Sons	2010

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	20MBAFM406	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives: 1. To understand the International Financial Environment and the Foreign Exchange market. 2. To learn hedging and Forex risk management. 3. To learn the Firm's Exposure to risk in International environment and various theories associated with it.			
Module -1 International Financial Environment		7 hours	
Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).(Only Theory).			
Module -2 Foreign Exchange Market		7 hours	
Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Bid – Ask – Spread (Theory & Problems).			
Module -3 Foreign Exchange Risk Management		7 hours	
Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. (Theory & Problems).			
Module -4 International Financial Markets and Instruments		5 hours	
: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).			
Module -5 Forecasting Foreign Exchange rate		7 hours	
International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).			
Module-6 Foreign Exchange exposure		7 hours	
Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure-Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project. (Theory & Problems).			
Course outcomes: At the end of the course the student will be able to: 1. The student will have an understanding of the International Financial Environment. 2. The student will learn about the foreign exchange market, participants and transactions. 3. The student will be able to use derivatives in foreign exchange risk management. 4. The student will be able to evaluate the Firm's Exposure to risk in International environment and various theories associated with it.			
Practical Components: <ul style="list-style-type: none">Visit the foreign exchange department of a bank, study the operations and submit a reportTrack and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations.Study the different types of swaps used in Foreign Exchange MarketVisit the foreign exchange department of a bank, study the operations and submit a reportTrack and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	X
CO3	X			X	
CO4	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	International Corporate Finance	Jeff Madura	Cengage Learning	10/e 2012
2	International Finance Management	Eun & Resnick	Tata McGraw Hill	4/e, 2014
3	Financing International Trade: Banking Theories and Applications	Gargi Sanati	Sage Publication	1/e, 2017

Reference Books

1	International Financial Management	Apte P. G	Tata McGraw Hill	6/e, 2011
2	International Financial Management	Madhu Vij	Excel Books	2010
3	International Financial Management	Thummuluri Siddaiah	Pearson India	1/e, 2009

HUMAN RESOURCE SPECIALISATION COURSES

ORGANISATIONAL LEADERSHIP			
Course Code	20MBAHR401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives <ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organisation 3. The student will be able to apply and solve the workplace problems through Leadership practices 4. The student will be able to classify and categories different Leadership practices and styles followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organisation 			
Module-1 Introduction			5 hours
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management.			
Module -2 Model of Leadership - Part A			7 hours
Trait Approach Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Skills Approach Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Behavioral Approach Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Situational Approach Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Module -3 Model of Leadership - Part B			7 hours
Path-Goal Theory Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path-Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Leader-Member Exchange Theory Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Transformational Leadership Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non-leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Authentic Leadership			

Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Psychodynamic Approach	
Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach,	
1. Focus on the Inner Theatre	
2. Focus on the Leader-Follower Relationships	
Social Defense Mechanisms, Mirroring and Idealizing, Identification With the Aggressor	
3. Focus on the Shadow Side of Leadership Narcissism	
How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Module -4 Leadership Instrument	7 hours
Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument	
Module -5 Ethical Leadership	7 hours
Description, Ethics Defined ;Level 1. Preconventional Morality ;Level 2. Conventional Morality; Level 3. Postconventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on Ethical Leadership; Burns's Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.	
Module – 6 Leadership Practices	7 hours
Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. Survey Report analysis of NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership.	
Course Outcomes:	
1. Understand the fundamental concepts and principles, theories of Organizational Leadership.	
2. Analyze the organizational leadership style, approaches and traits, its impact on the followers by using leadership theories and instruments.	
3. Developing better insight in understanding the leadership traits that influence them to work effectively in group.	
4. Demonstrate their ability to apply of their knowledge in organizational leadership.	
Practical Components:	
<ul style="list-style-type: none"> • Meet any Leader- Organisation or Academic and ask 10 questions related to Leadership. Than analysis the type of leadership style adopted. • Meet 4-5 Leaders from different roles and compare - contrast the different style son leadership. • Meet Gender specific leaders and try analysing who makes the best leader in which type of set-up. 	
Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.	

CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	X
CO3	X		X	X	
CO4	X		X		X

Question paper pattern:
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publication	7/e, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	Charismatic Leadership in Organisations	Jay A. Conger, Rabindra N. Kanungo	Sage Publications	1998

Reference Books

1	Leadership: Theory and Practice	Peter G. Northouse	Sage	2010
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	The Leadership Code: Five Rules to Lead	Dave Ulrich, Norm Smallwood, Kate Sweetman	Harvard Business Pres	2008
4	Leadership for Organisations	David A. Waldman, Charles O'Reilly	Sage Publications	2019

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS			
Course Code	20MBAHR402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. The student will be able to describe and Identify the application of various PG and IE framework 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various PG and IE to be adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various PG and IE 4. The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation			
Module-1 Dynamics of Personal Growth			4 hours
Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan.			
Module -2 Interpersonal Trust			4 hours
Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.			
Module -3 Understanding Human Personality and Neuro Functioning			7 hours
Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.			
Module -4 Attitudes, Beliefs, Values and their impact on Behaviour			7 hours
Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.			
Module -5			9 hours
Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments			
Module – 6 Transactional Analysis			9 hours
Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)			
Course Outcomes: 1. Have in-depth understanding the various personality traits which promotes personal growth. 2. Analyze the concepts of human personality, behaviour and functioning of mind 3. Learn and apply the psychometrics tests in understanding the personality traits. 4. Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness.			
Practical Components: <ul style="list-style-type: none"> Students are expected to conduct an in-depth study about various personality traits & TA and submit a detailed report. Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal 			

effectiveness.

- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a Neuro linguistic programming workshop for the participation of all HR students.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X		X	X	X
CO3	X	X	X		
CO4	X	X	X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organisational Behaviour: Human Behaviour at work	John W. Newstrom and Keith Davis	Tata McGraw Hill	11/e, 2003
2	Human Relations in organisations	Robert N. Lussier	Mc- Graw Hill Education	6/e
3	Development of Management Skills	Whetten & Cameron	PHI	7/e
4	Competency Mapping Assessment and Growth	Naik G. P	IIHRM	2010

Reference Books

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

INTERNATIONAL HUMAN RESOURCES MANAGEMENT			
Course Code	20MBAHR403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none">1. The student will be able to describe and Identify the application of IHRM in managing and developing an Organisation2. The student will be able to describe and explain in her/his own words, the relevance and importance of IHRM in managing and developing an Organisation3. The student will be able to apply and solve the workplace problems involving International issues4. The student will be able to classify and categorise different Laws related to IHRM5. The student will be able to create and reconstruct HRM System to be adopted in the Organisation related to International employees6. The student will be able to appraise and judge the practical applicability of various strategy and approaches in managing International Organisation			
Module-1 Introduction		7 hours	
Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management- Introduction, Studies on culture in management Positivist views: ‘Culture and values’ Interpretive views: ‘Culture and meanings’ Critical views: ‘Culture and power’; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches, The concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches?			
Module -2 IHRM Policies and Practices - Part A		7 hours	
Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention From the management of knowledge to innovation Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership Training and Development in International Organisations Technology in International Training Management.			
Module -3 IHRM Policies and Practices - Part B		7 hours	
Global Performance Management Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates Total Rewards in the International Context Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, International trends in global total rewards.			
Module -4 International Assignments And Employment Practices		5 hours	
Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success Multinational Companies and the Host Country Environment Introduction, Varieties of host country environments, Sustainability of divergent, employment arrangements Understanding how MNCs act in diverse host country, environments Host country effects on IHRM practices of MNC subsidiaries			
Module -5 Employment Practices		7 hours	
Regulation and Multinational Corporations: The Changing Context of Global Employment Relations Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context. Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications.			

Module – 6 Diversity Management and CSR					7 hours
Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede’s Four, Cultural Dimensions, Trompenaar’s Seven Cultural Dimensions, Globe’s Nine Cultural Dimensions, Edgar Schein’s Model of Culture Deal and Kennedy’s Culture Model, Schneider’s Culture Model, Cameron and Quinn’s Model of Culture Charles Handy’s Model of Culture Denison’s Model of Culture, Profile of Organisational Culture in International Organizations Managing International Culture. Corporate Social Responsibility and Sustainability through Ethical HRM practices. Ethics and corporate social responsibility International labour standards.					
Course Outcomes:					
<ol style="list-style-type: none">1. Gain conceptual knowledge and practical experience in understanding the HR concepts globally.2. Comprehend and correlate the strategic approaches to HR aspects amongst PCN’s, TCN’s and HCN’s.3. Develop knowledge and apply the concepts of HR in global perspective4. Have a better insight of HR concepts, policies and practices by critically analysing the impact of contemporary issues globally.					
Practical Components:					
<ul style="list-style-type: none">• A visit to Organisation and interact with HR Manager and list out the roles played by HR manager.• Meet Recruitment Manager and ask- 10 questions one asks during Interview.• Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.• Visit any Service Organisation and observe HR functions; List them.					
CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		X
CO2	X		X		X
CO3	X	X	X		
CO4	X		X	X	X

Question paper pattern:					
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.					
<ul style="list-style-type: none">• The question paper will have 8 full questions carrying equal marks.• Each full question is for 20 marks.• Each full question will have sub question covering all the topics under a Module.• The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.• 100 percent theory in the SEE.					

Textbooks					
Sl No	Title of the book		Name of the Author/s	Publisher Name	Edition and year
1	International Human Resource Management		Srinivas R. Kandula	Sage Publication India Pvt. Ltd.	2018
2	International Human Resource Management		Anne-Wil Harzing, Ashly H. Pinnington	Sage Publication India Pvt. Ltd.	4/e, 2015
3	Diversity at Work		Arthur P Brief	Cambridge University Press	2008

Reference Books				
1	Strategic Human Resource Management: An International Perspective	Gary Rees, Paul E. Smith	Sage Publication India Pvt. Ltd.	2014
2	Global Talent Management: An Integrated Approach	Sonal Minocha and Dean Hristov	Sage Publication India Pvt. Ltd.	2019
3	International Human Resource Management	Anne-Wil Harzing, Ashly Pinnington	Sage Publication India Pvt. Ltd.	2011

ORGANISATIONAL CHANGE AND DEVELOPMENT			
Course Code	20MBAHR404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. The student will be able to describe and Identify the application of various OC/D framework 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various OC/D intervention to be adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various OC/D Intervention 4. The student will be able to classify and categorise different OC/D practices and intervention followed in the Organisation 5. The student will be able to create and reconstruct OC/D intervention and process required to manage the Organisation 6. The student will be able to appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation			
Module-1 Changing Organisations			5 hours
Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.			
Module -2 Building and Energising the Need for Change			7 hours
Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.			
Module -3 Measuring Change: Designing Effective Control Systems			7 hours
Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.			
Module -4 Models of Change			7 hours
Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.			
Module -5 Organisation Development(OD)			7 hours
Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.			
Module – 6 OD Practitioner and Consulting Process			7 hours

Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organisation Development Consulting Profession, The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues With Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development. Merger and Acquisition, Organisational Health, OD Association in India.

Course Outcomes:

1. Gain conceptual insight of change management models, OD processes and interventions.
2. Develop the understanding of OD to apply OD aspects in private and public sectors in India.
3. Analyse the tools and techniques available to implement changes in the organization environment
4. Handle the OD interventions by analysing the role of OD consultant.

Practical Components:

- A visit to Organisation and interact with OD and Change Manager and list out the roles played by OD/C manager.
- Meet and Interact with OD and Change Manager and ask- 10 questions related to Change and Development issues
- Meet OD and Change Manager and list out various OC/D Intervention practised and how they impact the Organisational Growth
- Visit Organisation and Interact with Employees in the organisation and discuss Culture Impact on Change process and how it can be managed.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				X
CO2	X		X	X	X
CO3	X		X	X	
CO4	X		X	X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Change Management and Organisational Development	Ratan Raina	SAGE Texts	2018
2	Organisational Change- An Action-Oriented Toolkit	Gene Deszca, Cynthia Ingols, Tupper F. Cawsey	SAGE Publications, Inc	2019

3	Organisation Development: The process of Leading Organisational Change	Donald L. Anderson	Sage Publication India Pvt. Ltd.	2/e, 2012
Reference Books				
1	Organisation Development	Donald L. Anderson	SAGE South Asia	2013
2	Toolkit for Organisational Change	T. F. Cawsey, Gene Deszca	SAGE Text	2007
3	Organisation Development and Organisational Change	Donald L. Anderson and Tupper F. Cawsey	SAGE Publications	1/e, 2014

HUMAN RECOURSE AUDIT			
Course Code	20MBAHR405	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. The student will be able to describe and Identify the application of various HR Audit methodology 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various HR Audit approach adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various HR Audit approach, practices and interventions 4. The student will be able to classify and categories different HR Audit approach and practices followed in the Organisation 5. The student will be able to create and reconstruct HR Audit framework and Model required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of various HR Audit approach and practices to be followed in the Organisation			
Module-1 Human Resource Development(HRD)			5 hours
H R D -Strategies and Systems; HR as Strategic Partner ; Need for HR Accounting and HR Auditing; Good Industrial Relation Index; Components of HRD Audit; HR Policies and Practices; Elements of good HRD; Role of HR Manager in HRD			
Module -2 Human Resource(HR) Audit			7 hours
The Audit System; Need; Advantage and Challenges; Basic concepts and components; Understanding the concept of HR Audit; Identifying goal of HR Audit; Forming Audit team; Approaches to measuring HR; Audit Strategies; HR Systems; HR Competencies; Benefits of HR Audit; Process; Preparation of Audit Report; Methodology of Conducting Audit; Documents for HR Audit; Competency required for HR Audit.			
Module -3 Areas for HR Audit			7 hours
Audit of HR Planning; Training and Development; Industrial Relations; Managerial compliance and Corporate strategies; Culture; Quality; Communication; Competencies; Decision Making; Engagement; Relational Audit; Task; Systems; HRIS System; Measuring impact of HR policies on the corporate goals; Creating HR Dashboard and Metric.			
Module -4 HR Audit process			7 hours
Audit Methodology- Planning questions; Interview; Observation; Questionnaire; Collecting Audit data; Analysing and interpreting data; Assessing organisation ability to change; Action Plan; Audit Report; Developing Credibility of HR Dept; Internal - External Audit; Attitude Survey; Job Satisfaction Survey; Approaches to HR Audit - (i) Cooperative approach, (ii) Outside authority approach, (iii) Statistical approach, (iv) Compliance approach and (v) Management by objectives (MBO)			
Module -5 HR Scorecard approach			7 hours
Measuring Business Impact; Components of HR scorecard ;How to use HR Scorecard for Audit ; Measuring HR effectiveness through HR Scorecard; Balanced scorecard; HR Research; HRD Audit as OD Intervention.			
Module – 6 HR Audit for Legal Compliance			7 hours
Using scorecard approach in formulating workplace policies; Recruitment and Selection: Formulating FIR Audit for Start-up companies; HR Audit in practice: Cases in manufacturing industry, Service industry; Extracts of an Illustrative Audit Report.			

Course Outcomes:

1. Gain conceptual knowledge and practical experience in understanding the HR Audit.
2. Comprehend and correlate the strategic approaches to HR Audit aspects
3. Develop knowledge and apply the concepts of HR Audit in the organisation
4. Have a better insight of HR Audit concepts, policies and practices by critically analysing the impact of contemporary issues in the organisation.

Practical Components:

- A visit to Organisation and interact with HR Manager/ list out Audit Methodology followed.
- Can design an HR Audit for an Small Scale Organisation.
- Can have Video recording of Attitude and Job Satisfaction Survey of Employees and how Audit can be improved.
- Visit any Service Organisation and observe HR Audit process; List them, and critically can give feedback for further improvement.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		X
CO2	X		X		
CO3	X		X	X	X
CO4	X		X	X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	HRD Audit: Evaluating the Human Resource Function for Business Improvement	TV Rao	Sage Response	2/e, 2014
2	HR Audit	Durdana Ovais Rajni Gyanchandani	Everest Publishing House	2017
3	The HR Scorecard: Linking People, Strategy and Performance		Harvard Business Review Press	1/e, 2001

Reference Books

1	Auditing Your Human Resources Department: A Step-by-Step Guide to Assessing the Key Areas of Your Program	John Mcconnell	AMACOM	2/e, 2011
2	HRD Score Card 2500: Based on HRD Audit	TV Rao	Sage Response	1/e, 2005
3	7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company!	Vanessa Nelson	Lulu Publication	2016

MANAGEMENT CONSULTING FOR BUSINESS EXCELLENCE			
Course Code	20MBAHR406	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
1. To prepare professionals for a career in Management Consulting			
2. To impart basic understanding of the requirements of the profession			
3. To equip professionals with knowledge, skills and attitude desirable for a career in Management Consulting			
4. How to Scale the business and transform it into established firm			
5. To prepare professionals working in industry, service sector, development sector and Not for Profit Organisations for Internal Consulting Roles			
Module-1 Introduction		7 hours	
Management Consultancy in India- Indian Management Consulting Scenario, Concept, Nature, Dynamics, Opportunity Modules, Challenges, Consultancy as Profession, Strategic planning process for long-term success through Consultancy; Proactive client relationships for repeat business; Organisational Study and Consultancy- Align organisational vision and strategy; Changing Business Models and Business Strategy; Consultancy Agenda; Economics of Consulting; Client development, Client engagement, Basic and Advanced tools, techniques and frameworks used by management consultants- simulation analysis, decomposition analysis, feasibility analysis and sensitivity analysis/ rankings, scenario analysis, representative element analysis, decision tree, Theory of constraints, Critical chain; issue tree, bottom-up approach, top-down approach, backward reasoning, 80/20 rule, benchmarking, cost drivers, opportunity tree; Ethics of Consulting; Pre requisite needed for Consultancy as Profession.			
Module -2 Consultancy Areas - Part A		5 hours	
Corporate Governance: Role of Management Consultants Play; Consulting Experience in Brand Management; Experience in M and A Consulting; E-Governance and its Relevance to India; Information Technology Consulting: Bytes of Reality; Management Consultancy in Infrastructure Projects; Implications for Management Consultants.			
Module -3 Consultancy Areas - Part B		7 hours	
Project Finance: New Investment, Diversification and Growth; Mentoring In Entrepreneurship; Strengthening Contribution of NGOs in Social Development: Consultancy in Communication Research; Developing strategy for financial restructuring; Management consulting in investment banking, legal, real estate, accounting, financial services, advertising, IT consulting, engineering consulting, HR consulting, R&D, education, architecture, AI, Block chain; Customer relations' management.			
Module -4 Consulting Services		7 hours	
Consulting Services to design and implement policies, systems and processes in functional and cross-functional areas of business. Project Feasibility studies and appraisal; Performance measurement and evaluation of public and corporate sectors; Designing project planning, monitoring and control systems; Designing and implementing manufacturing execution system; Designing and implementing supply chain models; Total quality management; System analysis and design; Enterprise Resource Planning (ERP); Information Technology strategies and architectures; Business Process Reengineering (BPR); E-Governance; Strategic restructuring through alliances and Joint ventures.			
Module -5 Careers and Firms in Consultancy		7 hours	
Career in Consulting - Future Jobs; Top consulting firms McKinsey, BCG, Bain and AT Kearney, PwC, EY, Accenture, Career Growth for Management Consultants area like- Strategy Consulting; Operations Consulting; Financial Advisory Consulting; Risk & Compliance Consulting; Business Coach; Industry-Specific Consulting like steel, FMCG, supply-chain, public sector, etc.; Legal Management Consultancy; Skills and Competency- Research and analysis, Industry analysis, Project preparation, Strategic and design thinking, Technology, Communication skills, Presentation, Business negotiations, ability to think logically and structure, current affairs in the industry and general news around the world, problem solving, business-analytics skills, writing proposals, managing projects, prising strategy, initiating relationship, growing client organisation relationship, corporate valuation and integration, sharp knowledge and strong networking skills, global culture.			

Module – 6 HR Consultancy					7 hours
Creating Winning People Strategy; Strategy Maps; Structure, Process and Governance; HR Service Delivery Design; Consulting in Executive Search and Building a Management Team; HR Audit; HR Annual Survey; HR Systems Design; HR Process Re-engineering; Creating HPWS- High Performance Work System and Culture; Developing leadership, Succession, Empowering line managers to take on HR role, 360 degree feedback, Assessment and development Centre's, Value and culture building, Human potential utilisation, Manpower planning; Development and Improvement of performance appraisal system; talent management, Organisational restructuring, Developing heterogeneous HR policies, Managing Gen Y and Gen Z employees, Attrition control and employee retention management, Work-life balance, Executive coaching, Performance management, Employee engagement, Integration and assimilation of new recruits, Expectation management, T and D, Stress management, healthy living and building future.					
Course Outcomes:					
<ol style="list-style-type: none">1. Gain the practical insight of various principles and practices of Consultant and Consultancy2. Acquire knowledge of latest conceptual framework used by Consultant and Consultancy process and procedure applied in various sectors3. Illustrate the application of Consultant and Consultancy tools and techniques in various sectors.4. Develop a greater understanding about strategies adopted/undertaken by Consultant and Consultancy.					
Practical Components:					
<ul style="list-style-type: none">• Visit management consulting firm and identify opportunities and challenges of the firm.• Help consulting firm to increase profitability by making an SWOT analysis.• Design strategies for Lifetime Fitness to enter foreign markets.					
CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		X
CO2	X		X		
CO3	X		X		X
CO4	X		X	X	X

Question paper pattern:					
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.					
<ul style="list-style-type: none">• The question paper will have 8 full questions carrying equal marks.• Each full question is for 20 marks.• Each full question will have sub question covering all the topics under a Module.• The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.• 100 percent theory in the SEE.					
Texbooks					
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year	
1	Management Consulting in India-Practice and Experiences for Business Excellence	U. K. Srivastava; Pramila Srivastava	SAGE Response	2012	
2	An Introduction to Management Consultancy	Marc Baaij	SAGE Publications Ltd	2013	
3	Management Consultancy Insights and Real Consultancy Projects	Book by Graham Manville	Routledge	2018	

Reference Books				
1	The McKinsey way	Ethan M. Rasiel	KOBO	1999
2	The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives	Carl W. Stern, Michael S. Deimler	John WILEY and Sons	2006
3	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Michael E. Porter	The Free Press	1980

RUBRICS FOR CONTINUOUS INTERNAL EVALUATION (CIE) FOR 40 MARKS

Particulars	Marks	Procedure
Internal Assessment Test	50+50= 100/4=25	Average of two best performances out of three internal assessments tests shall be considered.
Seminar/Presentation	05	Document for the same must be maintained
Subject Viva-Voce/ Oral Examination	05	Document for the same must be maintained
Assignment/ Quiz	05	Document for the same must be maintained
Note: Course Instructor may introduce/use any activity other than the above three activities to award 15 marks. The activities used by the course instructor must be measurable and documented for inspection by VTU.		

QUESTION PAPER PATTERN FOR SEE

Q.No.1 to7 PART -A	Marks
a	3 marks
b.	7 marks
c.	10 marks
Total (4/7) 4X20	80 marks
PART-B Case-Compulsory	20 marks

Note: For III Sem SEE 20% marks allocated to application oriented questions from practical Components.

**GUIDELINES FOR 6 WEEK PROJECT WORK 20MBAPR407
(BETWEEN 3RD AND 4TH SEMESTER MBA)**

PROJECT REPORT			
Course Code	20MBAPR407	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:12	SEE Marks	60
Credits	06	Exam Hours	00

Objective

To expose the students to understand the working of the organization/company / industry and take up an in-depth study of an issue / problem in the area of specialization.

General Guidelines

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be 20MBAPR407 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with intimation to the Registrar (Evaluation).
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1" margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and Internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary .

Schedule to be followed before commencement of Project

Activity	Timeline	Remarks
Identifying the organization Problem identification	First week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
Problem statement Research Design	Second week	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Third week	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	Fourth Week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	Fifth & Sixth week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

Synopsis: Three page hard copy to be submitted to the HOD with the signatures of the Guide and the student

Page 1	Title, Contact Address of student- with details of Internal and External Guide (if applicable).
Page 2	Short introduction with objectives and summary (300 words). Review of Articles / Literature about the topic with source of information.
Page 3	Time Activity Chart.

Schedule to be followed during Project work

Activity	Time Line	Remarks
Understanding Structure, Culture and functions of the organization /identifying of business problem from the Industry from the literature study	First week of Project	Student should understand products/services and the problems of the organization.
Preparation of Research design and Research instrument for data collection	2nd week of Project	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation).
Data collection	3rd week of Project	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation).
Analysis and finalization of report	4th & 5th week of project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation).
Submission of Report	6th week of Project	Final Report should be submitted to the University before one week of the commencement of theory examination.

Project Report Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute drawn from VTU affiliated institute with minimum of 10 years experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior Professor of the department and an expert drawn from the VTU affiliated institutes with minimum of 10 years of experience as appointed by the University.
- Project work carries 100 marks consisting of 40 marks for internal marks by the internal guide, average of 30 marks from both internal and external evaluation and 30 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.
- Format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing. The Project report shall not exceed 100 pages.
- Submission of Report: Students should submit the Project Report in electronic data form only, in PDF file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD's of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar Evaluation) one week before the commencement of the Theory Examinations or as per notification given for this purpose.
- Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

Contents of the Project Report

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitor's information, SWOT Analysis, Future growth and prospects and Financial Statement

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Annexures: Relevant to the project such as figures, graphs, photographs etc.,

Rubrics for Project Work (Common to core and Dual Specializations)

Sl.No	Particulars	Marks Allotted
1	Internal Assessment by the Guide- Based on three Presentations by Students	40
2	Report Evaluation by the Guide & External Examiner Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.	30
3	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	30
Total		100

Rubrics for Project Evaluation and Viva voce Examination**A. Internal Assessment by the Guide- Based on three Presentations by Students**

SL No	Aspects	Marks Allotted
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Introduction and Methodology	5
5	Industry and Company Profile	5
6	Theoretical background of study	5
7	Data analysis and interpretation	5
8	Summary of findings, suggestions and conclusion	5
Total		40

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

SL No	Aspects	Marks Allotted
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	10
5	Summary of findings, suggestions and conclusion	5
Total		30

C. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	5
4	Objectives of the study and Methodology	5
5	Analysis using statistical tools and statistical packages	5
6	Findings and appropriate suggestions	5
Total		30

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by Company/Institution or from both
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

(Title of the Report)

Submitted by

**(Student Name)
(USN)**

Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAVI
In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

EXTERNAL GUIDE
(Name & Designation)

(Institute Logo)

Department of MBA
(Institute Name with Address)
(Month & Year of submission)

CERTIFICATE

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Visvesvaraya Technological University, Belgaum. Project report on “(Title of Report)” is prepared by Him/her under the guidance of (Name of the Guide), in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belagavi Karnataka.

Signature of Internal Guide

Signature of HOD

Signature of Principal

DECLARATION

I, (Student Name), hereby declare that the Project report entitled “(Title)” with reference to —(Organization with place) prepared by me under the guidance of (Guide Name), faculty of M.B.A Department, (Institute name) and external assistance by (External Guide Name, Designation and Organization). I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum. I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place:

Signature of the Student

Date:

Table of Contents

Sl.No	Contents	Page No's.
Executive Summary		
Chapter-1	Introduction	XXXXXXXXXXXX
Chapter-2	Industry and Company profile	XXXXXXXXXXXX
Chapter-3	Theoretical Background of the Study	XXXXXXXXXXXX
Chapter-4	Data Analysis and interpretation	XXXXXXXXXXXX
Chapter-5	Summary of Findings, suggestions and Conclusion	XXXXXXXXXXXX
Bibliography		
Annexures		

List of Tables

Sl.No	Particulars	Page No's.
1	Table showing ABC Analysis	XXXXX
2	Table showing FSN Analysis	XXXXX
3	Table showing EOQ	XXXXX
4	Table showing stock of Raw materials	XXXXX

List of Figures/ Charts/ Graphs

Sl.No	Particulars	Page No's.
1	Graph showing ABC Analysis	XXXXXX
2	Graph showing FSN Analysis	XXXXXX
3	Graph showing EOQ	XXXXXX
4	Graph showing stock of Raw materials	XXXXXX

BIBLIOGRAPHY

BOOKS:

Name of the Author, Title of the Book, Name of the Publisher, Edition, year of Publication.

ARTICLES:

Name of the Author, Title of the article, Name of the Journal, Volume/Issue Number, Year, Page Number (pp).

WEBLIOGRAPHY

Name of the Author, Title of the article. Retrieved on dd/mm/yyyy from URL.

MARKS SHEET FORMATS

1. Internal Assessment by the Guide- Based on three Presentations by Students

Visvesvaraya Technological University

Marks Sheet for MBA Project Work (20MBAPR407)

Name of the College:

College Code:

Internal Marks Allocation for Project Work (20MBAPR407)

SL No	Aspects	Marks Allotted
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Introduction and Methodology	5
5	Industry and Company Profile	5
6	Theoretical background of study	5
7	Data analysis and interpretation	5
8	Summary of findings, suggestions and conclusion	5
Total		40

Marks Sheet

Sl. No	USN	1	2	3	4	5	6	7	8	Total
1										
2										
3										
4										
5										

Signature of the Internal Guide with Name, Address & Date

Note:

1. Total Internal Evaluation Marks of the Project report should be sent along with the other subject internal marks and the above marks sheet should be maintained by the Department/Institution for verification on demand.
2. Total Internal Evaluation Marks of the Project report should be uploaded to VTU by the Internal guide after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be maintained in the department as well as sent to VTU along with the remuneration bill.

2. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

Visvesvaraya Technological University
Marks Sheet for MBA Project Work (20MBAPR407)

Name of the College:

College Code:

External Evaluation Marks Allocation for Project Work (20MBAPR407)

SL No	Aspects	Marks Allotted
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	10
5	Summary of findings, suggestions and conclusion	5
Total		30

Marks Sheet

SL No	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							

Signature of External Examiner with affiliation

Note:

1. Total External Evaluation Marks of the Project report should be uploaded to VTU by the External examiner appointed by VTU after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be sent to VTU along with the remuneration bill.

3. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

Visvesvaraya Technological University
Marks Sheet for MBA Project Work (20MBAPR407)

Name of the College:

College Code:

Viva voce Marks Allocation for Project Work (20MBAPR407)

(Viva voce conducted by HOD/Internal Guide and an Expert from VTU.)

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	5
4	Objectives of the study and Methodology	5
5	Analysis using statistical tools and statistical packages	5
6	Findings and appropriate suggestions	5
	Total	30

Marks Sheet

Sl. No	USN	1	2	3	4	5	6	Total
1								
2								
3								
4								
5								

Signature of Internal Exam

Signature of External Examiner with affiliation

Note: Marks may be finalized based on the joint evaluation by internal examiner and External examiner.

