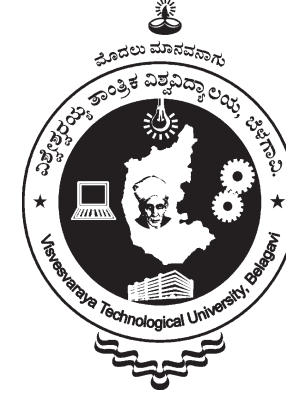


VISVESVARAYA TECHNOLOGICAL UNIVERSITY

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**REGULATIONS GOVERNING
THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (MBA)
UNDER OUTCOME BASED EDUCATION (OBE)
AND
CHOICE BASED CREDIT SYSTEM (CBCS) SCHEME
Effective from academic year 2018 -19**

September - 2018

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Definitions of Keywords

The following are the definitions/descriptions that have been followed for the different terms used in the Regulations of Master of Business Administration (MBA) Programme:

1. **Programme:** Is an educational programme in Business Administration leading to award of Degree. It involves events/activities, comprising of lectures/ tutorials/ laboratory work/ field work, outreach activities/ project work/ vocational training/ viva/ seminars/ internship/ assignments/ presentations/ self-study/ quiz etc., or a combination of some of these.
2. **Branch:** Means specialization or discipline of MBA.
3. **Semester:** Refers to one of the two sessions of an academic year (vide: serial number 4), each session being of sixteen weeks duration (with working days greater than or equal to ninety). The odd semester may be scheduled from August and even semester from February of the year.
4. **Academic Year:** Refers to the sessions of two consecutive semesters (odd followed by an even) including periods of vacation.
5. **Course:** Refers to usually referred to as ‘papers’ and is a component of a programme. All Courses need not carry the same weight. The Courses should define learning objectives and learning outcomes. A Course may be designed to comprise lectures/ tutorials/ laboratory work/ field work/ outreach activities/project work/ vocational training/ viva/ seminars/ term papers/assignments/ presentations/ self-study/quiz etc., or a combination of some of these.
6. **Credit:** Refers to a unit by which the Course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of lecture or two hours of laboratory/practical Courses/ tutorials/ fieldwork per week etc.
7. **Audit Courses:** Means Knowledge/ Skill enhancing Courses without the benefit of a grade or credit for a Course.
8. **Choice Based Credit System (CBCS):** Refers to customizing the Course work, through Core, Elective and soft skill Courses, to provide necessary support for the students to achieve their goals.
9. **Course Registration:** Refers to formal registration for the Courses of a semester (Credits) by every student under the supervision of a Faculty Advisor (also called Mentor, Counselor etc.,) in each Semester for the Institution to maintain proper record.
10. **Course Evaluation:** Means Continuous Internal Evaluation (CIE) and Semester End Examinations (SEE) to constitute the major evaluations prescribed for each Course. CIE and SEE to carry 40 % and 60 % respectively, to enable each Course to be evaluated for 100 marks, irrespective of its Credits.
11. **Continuous Internal Evaluation (CIE):** Refers to evaluation of students’ achievement in the learning process. CIE shall be by the course instructor and includes tests, homework, problem solving, oral examination, group discussion, quiz, mini-project, outreach activities and seminar throughout the semester, with weightage for the different components being fixed at the University level.
12. **Semester end examinations (SEE):** Refers to examination conducted at the University level covering the entire course syllabus. SEE is also termed as university examination.
13. **First Attempt:** Refers to a student who has completed all formalities and has become eligible to attend the SEE and has attended at least one head of passing, such attempt shall be considered as first attempt.
14. **Credit Based System (CBS):** Refers to quantification of course work, after a student completes teaching – learning process, followed by passing in both CIE and SEE. Under CBS, the requirement for awarding degree is prescribed in terms of total number of credits to be earned by the students.
15. **Credit Representation:** Refers to Credit Values for different academic activities considered, as per the Table.1. Credits for seminar, project phases, project viva–voce and internship shall be as specified in the Scheme of Teaching and Examination.

Theory/Lectures (L) (hours/week/Semester)	Tutorials (T) (hours/week/Semester)	Laboratory/Practical (P) (hours/week/Semester)	Credits (L:T:P)	Total Credits
4	0	0	4:0:0	4
3	0	0	3:0:0	3
2	2	0	2:1:0	3
2	0	2	2:0:1	3
2	2	2	2:1:1	4
0	0	6	0:0:3	3

16. Letter Grade: It is an index of the performance of students in a said Course. Grades are denoted by letters S, A, B, C, D, E and F.

17. Grading: Grade refers to qualitative measure of achievement of a student in each Course, based on the percentage of marks secured in (CIE plus SEE). Grading is done by Absolute Grading [Refer: 18OMB6.0]. The rubric attached to letter grades are as follows:

S – Outstanding, A – Excellent, B – Very Good, C – Good, D – Above Average, E – Average and F – Fail.

18. Grade Point (GP): Refers to a numerical weightage allotted to each letter grade on a 10-point scale as under.

Letter Grade and corresponding Grade Points on a typical 10 – Point scale							
Letter Grade	S	A	B	C	D	E	F
Grade Point	10	09	08	07	06	04	00

19. Passing Standards: Refers to passing a Course only when getting GP greater than or equal to 04 (as per serial number 18).

20. Credit Point: Is the product of Grade Point (GP) and number of credits for a Course i.e.,

Credit points (CrP)=GP×Credits for the Course.

21. Semester Grade Point Average (SGPA): Refers to a measure of academic performance of student/s in a semester. It is the ratio of total credit points secured by a student in various Courses of a semester and the total Course credits taken during that semester. [Refer:18OMB6.0]

22. Cumulative Grade Point Average (CGPA): Is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points earned by a student in various Courses in all semesters and the sum of the total credits of all Courses in all the semesters. It is expressed up to two decimal places. [Refer: 18OMB6.0]

23. Grade Card: Refers to the certificate showing the grades earned by a student. A grade card shall be issued to all the registered students after every semester end examination. The grade card will display the Programme details (Course code, title, number of credits, grades secured) along with SGPA of that semester and CGPA earned till that semester.

24. University: Visvesvaraya Technological University (VTU), Belagavi.

**THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)
UNDER OUTCOME BASED EDUCATION (OBE) AND
CHOICE BASED CREDIT SYSTEM (CBCS) SCHEME
EFFECTIVE FROM ACADEMIC YEAR 2018 -19**

18OMB1.0	Title, Duration and Credits of the Programme of Study
18OMB1.1	The Programme shall be called Master of Business Administration (Subject of Specialization) abbreviated as MBA (Subject of Specialization).
18OMB1.2	The Programme shall be a full time programme extended over a period of two academic year duration divided into four semesters and each semester shall be of 16 weeks duration.
18OMB1.3	Maximum Duration for Programme Completion: A candidate shall be allowed a maximum duration of 4 years from the first semester of admission to become eligible for the award of the Degree, failing which he/she may discontinue the program or register once again as a fresh candidate to I semester.
18OMB1.4	Prescribed Number of Credits for the Programme: The number of credits to be completed for the award of degree shall be 100.
18OMB1.5	The Calendar of events in respect of the Programme shall be notified by the University in advance.
18OMB2.0	Eligibility for Admission (As per the Government orders issued from time to time)
18OMB2.1	Admission to MBA Program shall be open to the candidates who have passed recognized Bachelor's Degree of minimum of 3 years duration or equivalent examination and obtained an aggregate minimum of 50% marks taken together in all the subjects including languages in all the years of the Degree Examination and 45% of marks in case of SC, ST and Category-I of Karnataka candidates. (Reservation is applicable only for Karnataka Candidates).

18OMB2.2	<p>For admissions under PG CET qualification and Roaster system of Government of Karnataka:</p> <p>There shall be an Entrance Examination (PGCET) for admission to the MBA programme. A candidate seeking admission to MBA Programme offered in any of the Engineering Colleges affiliated to VTU shall appear for this Examination. For admission under Government quota, ranks obtained in PGCET entrance examination, conducted by Karnataka Examination Authority (KEA), shall be considered.</p> <p>For admissions under Management Quota:</p> <p>The candidates should have appeared for the Entrance Examination conducted by KEA (PGCET)/Karnataka Management Aptitude Test (KMAT) or appeared and qualified under any approved entrance examination conducted by the authority recognized by Government of Karnataka/VTU /any other University of Karnataka state.</p> <p>Further, there shall be an Admissions Committee for the MBA Program consisting of the Principal of the College as the Chairman, Head of the concerned Department and one senior staff member of the concerned Department. The Admissions Committee conducts the interview and selects the candidates for admission.</p>
18OMB2.3	<p>(i) The candidates from Universities other than the Universities of Karnataka shall have to obtain Eligibility Certificate from the VTU to seek admission to MBA program in any of the college affiliated to VTU.</p> <p>(ii) The candidates from foreign countries shall have to obtain Eligibility Certificate from the VTU to seek admission to MBA program in any of the college affiliated to VTU. Further, they have to produce equivalence certificate from the Association of Indian Universities.</p>
18OMB2.4	<p>The intake under various categories (regular, SC/ST and category I) shall be as sanctioned by the AICTE, State Government and VTU, from time to time.</p>

18OMB2.5	<p>Admission to vacant seats:</p> <p>Seats remaining vacant (unfilled), after the completion of PG admission process by Karnataka Examination Authority, shall be filled by the Institution by inviting applications through Press notification. The seats shall be filled by Candidates preferably who have PGCET score. In the absence of such Candidates, admission shall be based on merit in the entrance test conducted at the Institution level. An Admissions Committee, consisting of the Principal of the College, Head of the concerned Department and the subject experts, shall be in charge of admissions.</p>
18OMB3.0	Courses
18OMB3.1	<p>The curriculum of the Programme shall be any combination of following type of courses:</p> <p>i) Professional Core Courses (PC) - relevant to the chosen specialization/ branch [May be split into Hard (no choice) and Soft (with choice), if required]. The core course is to be compulsorily studied by a student and is mandatory to complete the requirements of a programme in a said discipline of study.</p> <p>ii) Professional Electives Courses (PE) - relevant to the chosen specialization/ branch: these are the courses, which can be chosen from the pool of papers. It shall be supportive to the discipline/ providing extended scope/enabling an exposure to some other discipline / domain / nurturing student skills.</p> <p>iii) Open Electives Courses (OE) - from other technical and/ or emerging specialization areas.</p> <p>iv) Project Work, Seminar.</p> <p>v) Audit Courses (AC):</p> <p>(a) The Audit course can be any credit course offered by the program to which the Candidate is admitted (other than the courses considered for completing the prescribed program credits).</p> <p>(b) The students interested in audit courses can register for one audit course at a time during II to IV semester.</p> <p>Students who have registered to audit courses,</p>

	<p>considered on par with students registered to the same course for credit, have to satisfy attendance and CIE requirements. However, they need not have to appear for SEE.</p> <p>(c) Registration for any audit course, in writing, shall be completed at the beginning of each semester. The Institution should intimate the Registrar (Evaluation) about the registration at the beginning of the semester and obtain a formal approval for inclusion of the audit course/s in the Grade cards/ Transcripts issued to the students.</p> <p>vi) Professional training/Internship (referred to as Internship): Preferably at an industry/ R and D organization/IT company/ Government organization/Business organization of significant repute for a specified period mentioned in Scheme of Teaching and Examination.</p>
18OMB3.2	A candidate shall exercise his /her option in respect of the electives and register for the same before the beginning of the concerned semester. The candidate may be permitted to opt for change of elective subject within 10 days from the date of commencement of the semester as per the calendar of the University.
18OMB3.3	<p>The minimum number of students to be registered for an Elective to be offered shall not be less than ten.</p> <p>However, the above condition shall not be applicable when the class strength is less than ten.</p>
18OMB4.0	Internship
18OMB4.1	<p>Internship: The student shall undergo Internship/Organization study as per the Scheme of Teaching and Examination.</p> <p>The internship shall be carried out in any industry/R & D Organization/Research Institute/Institute of national and international repute Business organization/ recognized national and international Professional Bodies, Societies or Organizations.</p> <p>The Department/college shall nominate a faculty to</p>

	<p>facilitate, guide and supervise students under internship.</p> <p>The students shall report the progress of the internship to the internal guide in regular intervals and seek his/her advise.</p> <p>The Internship shall be completed during the period specified in Scheme of Teaching and Examination.</p> <p>After completion of Internship, students shall submit a report to the Head of the Department with the approval of both internal and external guides.</p> <p>There will be 40 marks for CIE (Seminar: 20, Internship/ Organization study report: 20) and 60 marks for Viva – Voce conducted during SEE. [To be read along with 18OMB 8.1 and 9.3]</p> <p>The internal guide shall award the CIE marks for seminar and internship report after evaluation. He/she will also be the internal examiner for Viva – Voce conducted during SEE.</p> <p>8. The external guide from the industry shall be an examiner for the viva voce on Internship. Viva-Voce on internship shall be conducted at the college and the date of Viva-Voce shall be fixed in consultation with the external Guide. The Examiners shall jointly award the Viva - Voce marks.</p> <p>9. (i) In case the external Guide is not available or expresses his inability to conduct viva voce, the Chief Superintendent shall be permitted to make alternate arrangement. The examiner, in the order of preference, shall be an industry person or a faculty of another institution chosen from the list of University examiners. The same shall be intimated to the concerned BOE Chairperson.</p> <p>(ii) In case the external Guide accepts to conduct viva-voce examination from his/her workplace, it shall be arranged via Video/web conferencing/Webinar. The external</p>
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	<p>Examiner shall send the signed marks list, soon after the examination, via email/any electronic media.</p> <p>10. The students are permitted to carry out the internship anywhere in India or abroad.</p> <p>The University will not provide any kind of Financial Assistance to any student for internship.</p>
18OMB4.2	<p>Failing to undergo Internship: Internship is one of the head of passing. Completion of Internship is mandatory. If any student fails to undergo/complete the Internship, he/she shall be considered as fail in that Course and the prescribed credits shall not be awarded in that Course. The student, however, can submit the project dissertation and appear for viva voce.</p> <p>The student shall be eligible for the internship credits only after satisfying the conditions prescribed for the same during the subsequent academic year. The reappearance shall be considered as an attempt.</p>
18OMB5.0	Project
18OMB5.1	<p>Project work and Dissertation:</p> <p>Each candidate shall carry out the project work independently as per Scheme of Teaching and Examinations under the guidance of one of the faculty members of the Department in the Institution of study. If the project is of inter-disciplinary nature, a co-guide shall be taken from the other concerned department.</p> <p>The topic and title of the dissertation shall be chosen by the candidate in consultation with the guide and co-guide, if any, during the III semester itself.</p> <p>The subject and topic of the dissertation shall be from the major field of studies of the candidate. Modification of only the title but not the field of work may be permitted at the time of final submission of dissertation report during IV semester. If dissertation has to be carried out in any industry/R&D labs/business organizations, outside the campus, permission shall be taken from the Principal to that effect.</p> <p>The Principal, shall submit a list showing the name of</p>

	<p>the student, University Seat Number, title of the project, name/s of the guide/co-guide at the time of submission of project report to the University.</p>
18OMB5.2	<p>Project is one of the head of passing.</p> <p>The candidate shall submit a soft copy (CD) of the dissertation work to the University. The CD should contain the entire Dissertation in monolithic form as a PDF file (not separate chapters).</p> <p>The Guide, after checking the report for completeness shall upload the Dissertation along with name, University Seat Number, address, mobile number of the candidate, etc., as prescribed in form available on online Dissertation evaluation portal.</p>
18OMB5.3	<p>Plagiarism Check</p> <p>Once the Guide uploads the dissertation, the same shall be linked for plagiarism check. The allowable plagiarism index is less than or equal to 25%.</p> <p>If the check indicates a plagiarism index greater than 25%:</p> <p>for the first time, the candidate has to resubmit the dissertation, to the Registrar (Evaluation), Regional Center/Head Office, VTU along with the penal fees of Rs. 2000/- (Rupees Two thousand only).</p> <p>for the second time, the candidate has to resubmit the dissertation along with the penal fees of Rs. 4000/- (Rupees four thousand only).</p> <p>If the dissertation is rejected again during second resubmission with reference to plagiarism index, the candidate shall redo the project and submit after a semester's time subject to provisions of 18OMB1.5.</p>
18OMB5.4	<p>The dissertation shall be sent through email for evaluation to two examiners - one internal examiner (guide/co-guide) and one external examiner (first) appointed by the University. The evaluation of the dissertation shall be made independently by each examiner.</p>
18OMB5.5	<p>Examiners shall evaluate the dissertation normally</p>

	within a period of not more than two weeks from the date of receipt of dissertation through email.
18OMB5.6	The examiners shall independently submit the marks through the specified link.
18OMB5.7	Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.
18OMB5.8	<p>(a) Viva-voce examination of the candidate shall be conducted as per 18OMB5.10, if the dissertation work and the reports are accepted by the external examiner (first).</p> <p>(b) If the external examiner (first) finds that the dissertation work and the report are not up to the expected standard and the minimum passing marks cannot be awarded, the dissertation shall not be accepted for SEE.</p> <p>The external examiner (first) can recommend for modifications/suggestions of dissertation or totally reject the dissertation. The examiner shall offer suggestions for improvement of the dissertation for resubmission or list the reasons for rejection of the dissertation.</p> <p>(c) The resubmitted Dissertation incorporating the modifications/suggestions [as per 18OMB5.8 (b)] of the external examiner (first) and satisfying the provision 18OMB5.3 shall be sent again to the external examiner (first) for evaluation. If the dissertation and the report are accepted by the external examiner (first), Viva-voce examination of the candidate shall be conducted as per 18OMB5.10.</p> <p>(d) In case of rejection of Dissertation by the external examiner (first), the same will be sent to a Second Examiner (external) approved by the University. The decision of the Second Examiner (external) is final. If the dissertation and the report are accepted by the Second Examiner (external), Viva-voce examination of the candidate shall be conducted as per 18OMB5.10. If the Second Examiner (external) rejects the dissertation and the report, the candidate shall have to carry out the dissertation work once again and submit</p>

	<p>the dissertation subject to provisions of 18OMB1.5. In such cases of rejection, the candidate shall redo the entire procedure starting from the submission of Dissertation in soft copy.</p> <p>(e) In case of rejection of Dissertation, with reasons, by the external examiner (first) [as per 18OMB5.8 (b)], the same will be sent to a Second Examiner (external) [not necessarily the same examiner considered under 18OMB5.8 (d)] approved by the University. The decision of the Second Examiner (external) is final. If the dissertation and the report are accepted by the Second Examiner (external), Viva-voce examination of the candidate shall be conducted as per 18OMB5.10. If the Second Examiner (external) rejects the dissertation and the report, the candidate shall have to carry out the dissertation work once again and submit the dissertation subject to provisions of 18OMB1.5. In such cases of rejection, the candidate shall redo the entire procedure starting from the submission of Dissertation in soft copy.</p>
18OMB5.9	The candidate, whose Dissertation is rejected, can rework on the same topic or choose another topic of dissertation under the same Guide or new Guide if necessary. In such an event, the report shall be submitted within four years from the date of admission to the Programme.
18OMB5.10	<p>Viva-voce examination of the candidate shall be conducted by the external examiner and internal examiner/ guide.</p> <p>Internal examiner as per the direction of the University shall have to arrive at a mutually convenient date for the conduct of viva-voce examination of the concerned candidate with an intimation to the Registrar (Evaluation). In case one of the examiners expresses</p>

	his/her inability to attend the viva-voce, the Registrar (Evaluation) shall appoint a substitute examiner in his/her place.																																							
18OMB5.11	The relative weights for the evaluation of dissertation and the performance at the viva voce shall be as per the scheme of teaching & examination.																																							
18OMB5.12	The marks awarded by both the Examiners at the viva voce Examination shall be sent jointly to the University immediately after the examination.																																							
18OMB5.13	Examination fee as fixed from time to time by the University for evaluation of dissertation report and conduct of viva voce shall be remitted through the Head of the Institution as per the instructions of Registrar (Evaluation) from time to time.																																							
18OMB5.14	The candidates who fail to submit the dissertation work within the stipulated time have to submit the same at the time of next ensuing examination.																																							
18OMB6.0	Computation of SGPA and CGPA																																							
18OMB6.1	<p>(i) The University adopts absolute grading system wherein the marks are converted to grades, and every semester results will be declared with semester grade point average (SGPA) and Cumulative Grade Point Average (CGPA). The CGPA will be calculated for every semester, except for the first semester.</p> <p>(ii) The grading system with the letter grades and the assigned range of marks under absolute grading system are as given below:</p> <table border="1" data-bbox="185 1098 981 1273"> <thead> <tr> <th>Level</th> <th>Outstanding</th> <th>Excellent</th> <th>Very Good</th> <th>Good</th> <th>Above Average</th> <th>Average</th> <th>Fail</th> </tr> </thead> <tbody> <tr> <td>Letter Grade</td> <td>S</td> <td>A</td> <td>B</td> <td>C</td> <td>D</td> <td>E</td> <td>F</td> </tr> <tr> <td>Grade Points</td> <td>10</td> <td>9</td> <td>8</td> <td>7</td> <td>6</td> <td>4</td> <td>00</td> </tr> <tr> <td rowspan="2">Percentage of Marks Scored in a Course</td> <td>≥ 90</td> <td><90 ≥80</td> <td>< 80 ≥70</td> <td>< 70 ≥60</td> <td>< 60 ≥ 55</td> <td>< 55 ≥50</td> <td>< 50</td> </tr> <tr> <td>(90 -100)</td> <td>(80 - 89)</td> <td>(70 - 79)</td> <td>(60 - 69)</td> <td>(55 - 59)</td> <td>(50- 54)</td> <td>(0 - 49)</td> </tr> </tbody> </table> <p>(iii) A student obtaining Grade F in a Course shall be considered fail and is required to reappear in subsequent SEE. Whatever the letter grade secured by the student during his /her reappearance shall be retained. However the number of attempts taken to clear a Course shall be indicated in the grade cards/ transcripts.</p>	Level	Outstanding	Excellent	Very Good	Good	Above Average	Average	Fail	Letter Grade	S	A	B	C	D	E	F	Grade Points	10	9	8	7	6	4	00	Percentage of Marks Scored in a Course	≥ 90	<90 ≥80	< 80 ≥70	< 70 ≥60	< 60 ≥ 55	< 55 ≥50	< 50	(90 -100)	(80 - 89)	(70 - 79)	(60 - 69)	(55 - 59)	(50- 54)	(0 - 49)
Level	Outstanding	Excellent	Very Good	Good	Above Average	Average	Fail																																	
Letter Grade	S	A	B	C	D	E	F																																	
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Percentage of Marks Scored in a Course	≥ 90	<90 ≥80	< 80 ≥70	< 70 ≥60	< 60 ≥ 55	< 55 ≥50	< 50																																	
	(90 -100)	(80 - 89)	(70 - 79)	(60 - 69)	(55 - 59)	(50- 54)	(0 - 49)																																	

18OMB6.2	<p>Computation of SGPA and CGPA</p> <p>The following expressions shall be used to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) respectively:</p> $\text{SGPA} = \frac{\sum [\text{CourseCredits GradePoints}] \text{ for all the Courses in that Semester}}{\sum [\text{CourseCredits}] \text{ for all the Courses in that Semester}}$ $\text{CGPA} = \frac{\sum [\text{CourseCredits} \times \text{GradePoints}] \text{ for all Courses excluding @ those with F grades until that Semester}}{\sum [\text{CourseCredits}] \text{ for all Courses excluding those with F grades until that semester}}$																																																																																																																										
<p>(a) SGPA and CGPA Calculations: An Illustrative Example for one academic year</p> <table border="1" data-bbox="1256 566 2049 826"> <thead> <tr> <th>Semester (Odd :I, Even: II)</th> <th>Course Number</th> <th>Credits</th> <th>Grade</th> <th>Grade Points</th> <th>Credit Points</th> <th>SGPA, CGPA</th> </tr> </thead> <tbody> <tr> <td>I</td> <td>XX101</td> <td>5:0:0 = 5</td> <td>B</td> <td>8</td> <td>5 × 8 = 40</td> <td rowspan="6" style="text-align: center; vertical-align: middle;"> $\begin{aligned} &= \frac{117}{25} \\ &= \mathbf{4.68} \end{aligned}$ </td> </tr> <tr> <td>I</td> <td>XX102</td> <td>3:2:0 = 5</td> <td>Absent(F)</td> <td>0</td> <td>5 × 0 = 00</td> </tr> <tr> <td>I</td> <td>XX103</td> <td>3:0:0 = 3</td> <td>A</td> <td>9</td> <td>3 × 9 = 27</td> </tr> <tr> <td>I</td> <td>XX104</td> <td>0:1:1 = 2</td> <td>F</td> <td>0</td> <td>2 × 0 = 00</td> </tr> <tr> <td>I</td> <td>XX105</td> <td>4:1:0 = 5</td> <td>D</td> <td>6</td> <td>5 × 6 = 30</td> </tr> <tr> <td>I</td> <td>XX106</td> <td>5:0:0 = 5</td> <td>E</td> <td>4</td> <td>5 × 4 = 20</td> </tr> <tr> <td colspan="2"></td> <td>Total</td> <td>25 (18*)</td> <td>Total</td> <td>117</td> <td></td> </tr> </tbody> </table> <p>(18*): Total credits of the semester excluding the credits of the courses under F grade. 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(b) CGPA Calculation of the Programme: An Illustrative Example				
Semester	I	II	III	IV
Credits of the semester	24	24	28	24
SGPA	7.00	8.50	9.20	6.86
CGPA = $\frac{(24 \times 7.00 + 24 \times 8.50 + 28 \times 9.20 + 24 \times 6.86)}{100} = 7.94$ ■				
18OMB6.3	Grade Card: Based on the secured letter grades, grade points, SGPA and CGPA, a grade card for each semester and a consolidated grade card indicating the performance in all semesters shall be issued. ■			
18OMB7.0	Conversions of Grades into Percentage and Class Equivalence			
18OMB7.1	<p>Conversions of Grades into Percentage</p> <p>Conversion formula for the conversion of CGPA into percentage is given below:</p> <p>Percentage of marks secured, "P = [CGPA Earned - 0.75] × 10"</p> <p>Illustration for a CGPA of 8.20:</p> <p>"P = [CGPA Earned 8.2 - 0.75] × 10 = 74.5 %"</p>			
18OMB7.2	<p>Class Equivalence:</p> <p>After the conversion of final CGPA into percentage of marks (P), a graduating student is reckoned to have passed in</p> <p>(i) First Class with Distinction (FCD) if P ≥ 70%</p> <p>(ii) First Class (FC) if P ≥ 60% but < 70% and</p> <p>(iii) Second Class (SC) if P < 60%.</p>			
18OMB8.0	Continuous Internal Evaluation and Semester End Evaluation			
18OMB8.1	<p>There shall be a maximum of 40 CIE Marks in each theory.</p> <p>A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE of each Theory course/ Internship /Project/Dissertation. [To be read along with 18OMB8.8]</p>			

18OMB8.2	<p>CIE Marks shall be based on Tests (for 25 Marks) and</p> <p>Assignments, Quiz, Simulation, Experimentation, Mini project, oral examination, field work etc., (for 15 Marks) conducted in respective courses.</p>
18OMB8.3	The CIE marks in a theory course, for 25 marks, shall be based on two tests covering the entire syllabus. An additional test may be conducted for the needy students to provide an opportunity to improve their CIE Marks before the end of the semester. The CIE marks shall be the average of the marks scored in at least two of the above tests.
18OMB8.4	The candidates shall write the Tests in Blue Book/s. The Blue book/s and other documents relating to award of CIE marks under 18OMB8.2 (b) shall be preserved by the Principal / Head of the Department for at least six months from the date of announcement of University results and made available for verification at the directions of the Registrar (Evaluation).
18OMB8.5	Every page of the CIE marks list shall bear the signatures of the concerned Teacher, Head of the Department and the Principal.
18OMB8.6	The CIE marks list shall be displayed on the Notice Board and corrections, if any, shall be incorporated before submitting to the University.
18OMB8.7	The CIE marks shall be sent to the university by the Principals well in advance before the commencement of Semester End Examinations. No corrections of the CIE marks shall be entertained after the submission of marks list to the University.
18OMB8.8	Candidates obtaining less than 50% of the CIE marks in any course (Theory/Internship/Project) shall not be eligible to appear for the University examination in that course/s. In such cases, the Head of the Department shall arrange for the improvement of CIE marks in the course when offered in the subsequent semester subject to the provision of 18OMB1.5.
18OMB8.9	Semester End Evaluation: There shall be a University examination at the end of each semester.

	Setting Theory Question Papers and Evaluation: Question papers in theory courses shall be set by the Examiners appointed by the University.
18OMB8.10	There shall be double valuation of theory papers. The theory Answer booklets shall be valued independently by two examiners appointed by the University.
18OMB8.11	If the difference between the marks awarded by the two Examiners is not more than 15 per cent of the maximum marks, the marks awarded to the candidate shall be the average of two evaluations.
18OMB8.12	If the difference between the marks awarded by the two Examiners is more than 15 per cent of the maximum marks, the answer booklet shall be evaluated by a third Examiner appointed by the University. The average of the marks of nearest two valuations shall be considered as the marks secured by the candidate. In case, if one of the three marks falls exactly midway between the other two, then the highest two marks shall be taken for averaging.
18OMB9.0	Eligibility for Passing and Award of Degree
18OMB9.1	(1) A student who obtains any grade S to E shall be considered as pass and if a student secures F grade in any of the head of passing he/she has to reappear in that head for the SEE. (2) A student shall be declared successful at the end of the Programme for the award of Degree only on obtaining CGPA ≥ 5.00 , with none of the Courses remaining with F Grade. (3) In case, the CGPA fall below 5.00, the student shall be permitted to appear again for SEE for required number of courses and times, subject to the provision of 18OMB1.5, to make up CGPA ≥ 5.0 . The student should reject the SEE results of the previous attempt and obtain written permission from The Registrar (Evaluation) to reappear in the subsequent SEE.

18OMB9.2	For a pass in a theory course, the student shall secure minimum of 40 % of the maximum marks prescribed in the Semester End Examination and 50 % of marks in CIE and 50 % in the aggregate of CIE and SEE marks. The Minimum Passing Grade in a course is E.
18OMB9.3	For a pass in Internship/ Project/Dissertation/Viva-voce examination, a student shall secure a minimum of 50 % of the maximum marks prescribed for the SEE in Internship/ Project/Dissertation/Viva-voce. The Minimum Passing Grade in a course is E.
18OMB9.4	IV semester students having backlog courses are permitted to upload the dissertation report and to appear for SEE. The IV semester grade card shall be released only when the student completes all the backlog courses and become eligible for the award of degree. [To be read along with 18OMB11.2].
18OMB9.5	A candidate may at his/her desire reject his/her latest semester, except the IV semester, results of University examination in respect to all courses of that semester. Rejection shall be permitted only once during the entire Programme. The CIE marks of the rejected semester shall remain the same. Rejection of results of the University examination including CIE marks is not permitted.
18OMB9.6	If the rejection of the University examination results of the semester happens to be of an odd semester, the candidate can take admission to the immediate next even semester. However, if the rejection of the University result is of even semester, the candidate cannot take admission to the next odd semester.
18OMB9.7	Application for rejection shall be submitted to the Registrar (Evaluation) through the Principal of the college, within thirty days from the date of announcement of results.
18OMB9.8	A candidate, who opts for rejection of results of a semester shall be eligible for the award of class and distinction, but shall not be eligible for the award of rank.

18OMB9.9	Eligibility for Award of Degree: A student shall be declared to have completed the degree of MBA, provided the student has undergone the stipulated course work as per the regulations and has earned the prescribed Credits, as per the Scheme of Teaching and Examination, of the programme.
18OMB10.0	Attendance Requirement
18OMB10.1	Registration and Enrolment: Except for the first semester, registration for a semester will be done during a specified week before the semester end examination of the previous semester. The registration sheet shall have the Candidate details, course name and code, number of credits and category (core/elective/audit) for each course of that semester. iii) The Faculty Adviser, assigned by the Head of the Department, will counsel the students in planning their courses of study and provide guidance, motivation, emotional support, and enable the mentees to reach the desired professional and career goals.
18OMB10.2	Courses of each semester shall be treated as a separate unit for calculation of the attendance.
18OMB 10.3	The candidate has to put in a minimum attendance of 85% in each course with a provision to condone 10 % of the attendance by the Vice-Chancellor on the specific recommendation of the Principal of the college where the candidate is studying, based on medical grounds, participation in University/ State/ National/ International level sports and cultural activities, seminars, workshops, paper presentation etc., of significant value. The necessary documents in support are to be submitted along with recommendations to condone the shortage.
18OMB10.4	In case of late admission, approved by competent authority (Karnataka Examination Authority/VTU), to I semester of the programme the attendance shall be reckoned from the date of admission to the programme.

18OMB10.5	A candidate, who does not satisfy the attendance requirement (in one or more Courses) as mentioned in 18OMB10.3 shall not be eligible to appear for the SEE of that semester and shall not be permitted to take admission to next higher semester. The candidate shall be required to repeat that semester during the subsequent year.
18OMB10.6	Principals of the concerned colleges shall notify regularly, the list of candidates who fall short of attendance.
18OMB10.7	The list of the candidates falling short of attendance shall be sent to the University at least one week prior to the commencement of the examination.
18OMB11.0	Promotion and Eligibility
18OMB11.1	Promotion: There shall be no restriction for promotion from an odd semester to the next even semester, provided the student has fulfilled the attendance requirement.
18OMB11.2	(a) Candidates, with a maximum of four backlog courses of first year shall be eligible for taking admission to second year (III semester). (b) Each credit course shall be treated as a head of passing.
18OMB11.3	The Mandatory non – credit courses, if any, shall not be considered for the Eligibility criterion prescribed for promotion, award of Class, calculation of SGPA and CGPA. However, a pass in the above courses is mandatory before the completion of Degree.
18OMB12.0	Temporary Discontinuation/Break in the Program
18OMB12.1	(a) If a candidate, for any reason, temporarily discontinues the Programme or take a break from programme during any semester, he/she may be permitted to continue in the programme by registering to the same semester of the prevailing scheme. The candidate shall complete all the remaining course work subject to the provision
18OMB1.5.	Also the Candidates may have to complete additional course/s, if any, as per the decision of concerned

	<p>Board of Studies and approval of Dean, Faculty of Engineering, on establishing equivalence between two schemes. A Grade card shall be issued to that effect. Additional course/s shall not be considered for the eligibility criterion prescribed for promotion. However, based on the individual cases, it is considered to decide the SGPA and CGPA to admit the student for the award of degree. Such candidate shall not be eligible for the award of rank.</p> <p>(b) Candidates who takes admission to any semester of the existing scheme from another scheme, as a repeater/fresher because of various reasons have to complete additional course/s, if any, as per the decision of concerned Board of Studies and approval of Dean, Faculty of Engineering, on establishing equivalence between two schemes. A Grade card shall be issued to that effect. Additional course/s shall not be considered for the eligibility criterion prescribed for promotion. However, based on the individual cases, it is considered to decide the SGPA and CGPA to admit the student for the award of degree. Such candidate shall not be eligible for the award of rank.</p>
18OMB13.0	Award of Prizes, Medals and Ranks
18OMB13.1	For the award of Prizes and Medals, the conditions stipulated by the Donor shall be considered subject to the provisions of the statutes framed by the University for such awards.
18OMB13.2	<p>(1) For award of rank in a Specialization of MBA, the CGPA secured by the student on completion of the programme is considered.</p> <p>(2) A student shall be eligible for a rank at the time of award of MBA, provided the student Is not a repeater in any semester Has not rejected the results of any semester. Has passed I to IV semester in all the courses in first attempt only</p> <p>(3) The total number of ranks awarded shall be 10 % of total number of students appeared in IV semester of the programmes subject to a maximum of 10 ranks.</p>

	<p>Illustration:</p> <p>If 150 students appeared for the IV semester, the number of ranks to be declared will be 10.</p> <p>If 84 students appeared for the IV semester, the number of ranks to be declared will be 08.</p> <p>(c) In case of fractional number of ranks, it is rounded to higher integer only when the first decimal place value is greater than or equal to 5.</p>
18OMB13.3	Ranks are awarded based on the merit of the students as determined by CGPA. If two or more students get the same CGPA, the tie shall be resolved by considering the number of times a student has obtained higher SGPA. If it is not resolved even at this stage, the number of times a student has obtained higher grades like S, A, B etc., shall be taken into account to decide the order of the rank.
18OMB14.0	Applicability and Power to Modify
18OMB14.1	The regulations governing the Degree of MBA of Visvesvaraya Technological University shall be binding on all concerned.
18OMB14.2	<p>i) Notwithstanding anything contained in the foregoing, the University shall have the power to issue directions/ orders to address any difficulty.</p> <p>ii) Nothing in the foregoing may be construed as limiting the power of the University to amend, modify or repeal any or all of the above. Programme shall be called Master Of Business Administration (Subject of Specialization), abbreviated as MBA. (Subject of Specialization) Programme.</p>

MBA Program Structure and Credits			
Year	Particulars	Credits	Total Credits
I	I Semester	24	48
	II Semester	24	
II	III Semester	24	52
	Internship (III Semester)	4	
	IV Semester	18	
	Project Work(IV Semester)	6	
Total		100	100

PROGRAMME OUTCOMES STUDENT WILL BE ABLE CO (POS)

PO1. Acquire Sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations/institutions of importance.

PO2. Apply Effective communication skills with a high degree of lateral and critical thinking that enhances learnability, developed for being continuously employable.

PO3. Demonstrate leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness

PO4. Recognise the need for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment

PO5. Possess self-sustaining entrepreneurship qualities that encourages calculated risk taking.

SCHEME OF TEACHING AND EXAMINATION

Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam hours	Marks for		Credits	
			Lecture	Practical Component	Total Hours		CIE	SEE		Total Marks
18MBA11	Management & Organizational Behavior	Core	4	-	4	3	40	60	100	4
18MBA12	Managerial Economics	Core	4	-	4	3	40	60	100	4
18MBA13	Accounting for Managers	Core	4	-	4	3	40	60	100	4
18MBA14	Business Statistics & Analytics	Core	4	-	4	3	40	60	100	4
18MBA15	Marketing Management	Core	4	-	4	3	40	60	100	4
18MBA16	Managerial Communications	Core	4	-	4	3	40	60	100	4
		Total	24	-	24	-	240	360	600	24

Note:

- 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.
- Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.

II Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Examination Hours	Marks for		Total Marks	Credits
			Lecture	Practical Component	Total		CIE	SEE		
18MBA21	Human Resource Management	Core	4	-	4	3	40	60	100	4
18MBA22	Financial Management	Core	4	-	4	3	40	60	100	4
18MBA23	Research Methodology	Core	4	-	4	3	40	60	100	4
18MBA24	Legal and Business Environment	Core	4	-	4	3	40	60	100	4
18MBA25	Strategic Management	Core	4	-	4	3	40	60	100	4
18MBA26	Entrepreneurship Development	Core	4	-	4	3	40	60	100	4
Total			24	-	24	-	240	360	600	24

Note:

1. 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.

2. 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.

3. Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.

III Semester (Core Specialization)

Marketing	Subject Code		Course Category	Teaching hours per week			Duration of Examination hours	Marks for		Total Marks	Credits
	Finance	Human Resource		Lecture	Practical Component	Total		CIE	SEE		
18MBAMM301 Consumer Behavior	18MBAFM301 Banking and Financial Services	18MBAHR301 Recruitment & Selection	Elective	3	2	5	3	40	60	100	4
18MBAMM302 Retail Management	18MBAFM302 Investment Management	18MBAHR302 HR Analytics	Elective	3	2	5	3	40	60	100	4
18MBAMM303 Services Marketing	18MBAFM303 Direct Taxation	18MBAHR303 Compensation & Reward System	Elective	3	2	5	3	40	60	100	4
18MBAMM304 Marketing Research & Analytics	18MBAFM304 Advanced Financial Management	18MBAHR304 Learning & Development	Elective	3	2	5	3	40	60	100	4
18MBAMM305 Business Marketing	18MBAFM305 Cost Management	18MBAHR305 Industrial Relations & Legislations	Elective	3	2	5	3	40	60	100	4
18MBAMM306 Supply Chain Management	18MBAFM306 Project Appraisal Planning & Control	18MBAHR306 Conflict & Negotiation Management	Elective	3	2	5	3	40	60	100	4
18MBAOS307 Industrial Visit	Organization Study		Core	0	8	8	--	40	60	100	4
Total			Core	--	--	--	--	--	--	--	--
			Total	18	20	38	--	280	420	700	28

Note:

- Each Course has a theory component of 3hrs (3credits) and a Practical component of 2hrs (1 credit). The Time -Table allotment for each course should be (3+2) = 5hours.
- 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.
- Organization Study (Four Weeks) will be carried out by students after second semester during vacation and the report submitted by the students will be assessed internally during the third semester.
- 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.
- Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.

Rubrics for Organization Study		Marks	Rubrics for Viva voce Examination		Marks
Particulars			Aspects		
CIE	Assessment by the Guide- Interaction with the student	20	Communication skill		5
	Report Evaluation by the Guide	20	Understanding the Industry		5
SEE	Viva- Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	60	Understanding the Corporate Functions/Company profile		10
	Total	100	Mckensy's 7S framework and Porter's Five Force Model		10
			SWOT analysis		10
			Financial statement analysis		10
			Learning experience		5
			Overall presentation		5
			Total		60

III Semester (Dual Specialization)

Subject Code		Course Category	Teaching hours per week			Duration of Examination/hours	Marks for		Total Marks	Credits
			Lecture	Practical Component	Total		CIE	SEE		
Marketing & Finance	Finance & HR	HR & Marketing								
18MBAMM301 Consumer Behavior	18MBAFM301 Banking and Financial Services	18MBAHR301 Recruitment & Selection	3	2	5	3	40	60	100	4
18MBAMM302 Retail Management	18MBAFM302 Investment Management	18MBAHR302 HR Analytics	3	2	5	3	40	60	100	4
18MBAMM303 Services Marketing	18MBAFM303 Direct Taxation	18MBAHR303 Compensation & Reward System	3	2	5	3	40	60	100	4
18MBAFM301 Banking and Financial Services	18MBAHR301 Recruitment & Selection	18MBAMM301 Consumer Behavior	3	2	5	3	40	60	100	4
18MBAFM302 Investment Management	18MBAHR302 HR Analytics	18MBAMM302 Retail Management	3	2	5	3	40	60	100	4
18MBAFM303 Direct Taxation	18MBAHR303 Compensation & Reward System	18MBAMM303 Services Marketing	3	2	5	3	40	60	100	4
18BAOS307 Industrial Visit	Organization study		--	8	8	--	40	60	100	4
			--	--	--	--	--	--	--	--
		Total	18	20	38	-	280	420	700	28

IV Semester (Core Specialization)

Subject Code		Course Category	Teaching hours per week			Duration of Examination hours	Marks for		Total Marks	Credits
Marketing	Finance		Human Resource	Lecture	Practical Component		Total	CIE		
18MBAMM401 Sales Management	18MBAFM401 Mergers, Acquisitions & Corporate Restructuring	18MBAHR401 Public Relations	3	--	3	3	40	60	100	3
18MBAMM402 Integrated Marketing Communication	18MBAFM402 Risk Management and Insurance	18MBAHR402 Organizational Leadership	3	--	3	3	40	60	100	3
18MBAMM403 Digital and Social Media Marketing	18MBAFM403 Indirect Taxation	18MBAHR403 International Human Resource Management	3	--	3	3	40	60	100	3
18MBAMM404 Strategic Brand Management	18MBAFM404 International Financial Management	18MBAHR404 Organization Change and Development	3	--	3	3	40	60	100	3
18MBAMM405 Rural Marketing	18MBAFM405 Financial Derivatives	18MBAHR405 Strategic Talent Management	3	--	3	3	40	60	100	3
18MBAMM406 International Marketing Management	18MBAFM406 Corporate Valuation	18MBAHR406 Personal Growth & Interpersonal Effectiveness	3	--	3	3	40	60	100	3
18MBAPR407 Project Work			0	12	12	--	40	60	100	6
Industrial Visit			--	--	--	--	--	--	--	--
Total			18	12	30	--	280	420	700	24

Note:

1. Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.

2. Project work(Six Weeks) will be carried out after third semester and shall be evaluated during fourth semester.

IV Semester (Dual Specialization)

Subject Code		Course Category	Teaching hours per week			Duration of Examination hours	Marks for		Total Marks	Credits
Marketing & Finance	Finance & HR		HR & Marketing	Lecture	Practical Component		Total	CIE		
18MBAMM401 Sales Management	18MBAFM401 Mergers, Acquisitions & Corporate Restructuring	18MBAHR401 Public Relations	3	--	3	3	40	60	100	3
18MBAMM402 Integrated Marketing Communication	18MBAFM402 Risk Management and Insurance	18MBAHR402 Organizational Leadership	3	--	3	3	40	60	100	3
18MBAMM403 Digital and Social Media Marketing	18MBAFM403 Indirect Taxation	18MBAHR403 International Human Resource Management	3	--	3	3	40	60	100	3
18MBAFM401 Mergers, Acquisitions & Corporate Restructuring	18MBAHR401 Public Relations	18MBAMM401 Management	3	--	3	3	40	60	100	3
18MBAFM402 Risk Management and Insurance	18MBAHR402 Organizational Leadership	18MBAMM402 Integrated Marketing Communication	3	--	3	3	40	60	100	3
18MBAFM403 Digital and Social Media Marketing	18MBAHR403 International Human Resource Management	18MBAMM403 Digital and Social Media Marketing	3	--	3	3	40	60	100	3
18MBAPR407 Project Work			--	12	12	--	40	60	100	6
Industrial Visit			--	--	--	--	--	--	--	--
Total			18	12	30	--	280	420	700	24

Note:

1. Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.

2. Project work(Six Weeks) will be carried out after third semester and shall be evaluated during fourth semester.

Rubrics for Project Work (Common to core and Dual Specializations)		
Particulars		Marks Allotted
A. Internal Assessment by the Guide- Based on three Presentations by Students		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.		30
C. 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 twoExaminers shall be the final evaluation marks for the Dissertation.		
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 Guide and an External examiner from the Industry/ Institute (Joint Evaluation)		
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 for Viva Voce Examination (SEE)										
Course code and Course: 18MBAOS307 Organisation study										
Sl No	USN	1 ^A	2 ^A	3 ^A	4 ^A	5 ^A	6 ^A	7 ^A	8 ^A	Total
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
Note:										
Column marked with	Aspects									Maximum Marks
1 ^A	Communication skill									5
2 ^A	Understanding the Industry									5
3 ^A	Understanding the Corporate Functions/Company profile									10
4 ^A	Mckensy's 7S framework and Porter's Five Force Model									10
5 ^A	SWOT analysis justification									10
6 ^A	Financial statement analysis									10
7 ^A	Learning experience									5
8 ^A	Overall presentation									5
									Total	60

Name and Designation with affiliation

Sign. of Int. Examiner Signature of External Examiner
Name and Designation with affiliation

RUBRICS FOR CONTINUOUS INTERNAL EVALUATION (CIE) FOR 40 MARKS			
Particulars			Marks
Internal Assessment (Average of two best performances out of three internal assessments tests shall be considered).			25
Seminar/Presentation			05
Subject Viva - Voce/ Oral Examination			05
Assignment/ Quiz			05
Total			40
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			
Semester End Examination (SEE) conducted for 100 marks and converted to 60 marks.			
Particulars	Question member	Composition of the question	Marks
Part – A Any four full questions to be answered. Total marks for Part – A is 80.	1 to 7	(a)	03
		(b)	07
		(c)	10
Any two 10 marks sub questions of seven main questions should be pertaining to application oriented topics based on practical Components given at the end of each course.			
Part – B Compulsory Marks for Part – B is 20.	8	Case Study	20
Total			100

I SEMESTER
Management and Organizational Behavior

Semester	I	CIE Marks	: 40
Course Code	18MBA11	SEE Marks	: 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	: 03
Course	Credits : 04		

COURSE OBJECTIVES:

1. To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
2. To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process
3. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
4. To make students aware of Individual behavior in groups, dynamics of groups, team building and interpersonal effectiveness besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

PART A - PRINCIPLES OF MANAGEMENT

Unit 1: (8 Hours)

Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.

Unit 2: (10 Hours)

Planning and Organizing:

Planning: Meaning, Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.

Organizing: Organization structure, Formal and informal organizations, Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations. Principles of organizations-chain of command, span of control, delegation,

decentralization, and empowerment.

Case Study: Principles of Management, Cengagelearning , William , Manjunath , Sandhya

Unit 3: (4 Hours)

Controlling: Meaning, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

RECOMMENDED BOOKS

- MGMT and ORGB, Chuck Williams, James Cambell, Manjunath & Sandhya Cengage Publications, 2018
- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel Books

REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.
- Principles and practices of Management, KiranNerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.

PART B - ORGANIZATIONAL BEHAVIOUR

Unit 4: (6 hours)

Introduction: Organizational Behaviour: Introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behavior in India.

Case study: Organizational Behavior by Steven L McShane, Mary Ann Von Glinow and Radha R Sharma, TaTa McGraw Hill companies, Fouth Edition, Pg-6.

Unit 5: (14 Hours)

Foundations of Individual Behaviour: Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

Perception: Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making.

Attitude: Meaning, Formation, components of attitudes, relation between attitude and behaviour.

Unit 6: (10 Hours)

Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.

Case Study: “Nuts and Bolts”, Principles of Management, Cengagelearning, William, Manjunath, Sandhya Page no 531-532.

PRACTICAL COMPONENTS:

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 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.

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

COURSE OUTCOMES:

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.

RECOMMENDED BOOKS:

- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House.
- Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.

REFERENCE BOOKS:

- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education.
- Organizational Behaviour, Aquinas P. G, Excel Books.

CO-PO MAPPING

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

MANAGERIAL ECONOMICS

Semester	I	CIE Marks	: 40
Course Code	18MBA12	SEE Marks	: 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	: 03
Credits : 04			

Course Objectives:

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 economic concepts.
4. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Unit 1: Introduction to Economics (08 Hours)

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations Research, The Basic process of decision making.

Unit 2: Fundamental Concepts of Managerial Economic (08 Hours)

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model, Agency theory.

Case Study: Dabur India Limited: Growing Big and Global.

Source: Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011. Pp 64-65.

Unit 3: Demand analysis (10 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)

Unit 4: Cost Analysis & Production analysis (10Hours)

Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. **C o n c e p t s** , 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

Case Study: Automobile Industry in India: New Production paradigm.

Source: Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011. Pp 234-236.

Unit 5: Market structure and pricing practices (10 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, Product life cycle pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Case Study: David Fights Goliath: The Nirma Story.

Source: Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011. Pp 349-351.

Unit 6: Profits (6 Hours)

Profits: Determinants of Short-Term & Long Term Profits, Measurement of Profit.

Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

PRACTICAL COMPONENTS:

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting
- Preparing a Project proposal for a Business Venture.

COURSE OUTCOMES:

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 identify, assess profits and apply BEP for decision making.

RECOMMENDED BOOKS:

- Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011
- Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010.
- Managerial Economics – R.Panneerselvam, P.Sivasankaran,P.Senthilkumar, Cengage,2018.

REFERENCE BOOKS:

- Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
- Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
- Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.

CO-PO MAPPING

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

ACCOUNTING FOR MANAGERS

Semester	I	CIE Marks	: 40
Course Code	18MBA13	SEE Marks	: 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
2. Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
3. 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.

Unit 1: (6 Hours)

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation.

Case study: Problem on Accounting Equation .

Unit 2: (10 Hours)

Preparation of books of Accounts: Journals, ledgers and trial balance, Depreciation- Straight line and Written down Value Methods.

Case Study on Change of Method of Depreciation.

Unit 3: (12 Hours)

Preparation of Financial Statements: Preparation of final accounts of sole traders in horizontal form, 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 and Firm.

Unit 4: (12 Hours)

Analysis of Financial Statements: Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

Case Study on Ratio analysis.

Unit 5: (8 Hours)

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

Unit 6: (4 Hours)

Fundamentals of Taxation: Basic concepts of Direct & Indirect Tax. Heads of Income, Deductions u/s 80C, Rate of Income Tax of current assessment Year for Individuals only (only theory) .

PRACTICAL COMPONENTS:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally).
- Filling up of ITR forms.
- Identify the sustainability report of a company and study the contents.

BUSINESS STATISTICS & ANALYTICS

Semester	I	CIE Marks : 40
Course Code	18MBA14	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours : 03
Credits : 04		

COURSE OUTCOME:

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Demonstrate knowledge regarding accounting principles and its application.
3. Capable of preparing financial statement of sole trading concerns and companies.
4. Independently undertake financial statement analysis and take decisions.
5. Comprehend emerging trends in accounting and taxation.

RECOMMENDED BOOKS:

- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
- A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
- Financial Accounting, Tulsian P. C, 1/e, Pearson Education.

REFERENCE BOOKS:

- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, United Publishers, 2009.

CO-PO MAPPING

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

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 familiarize the students with analytical package MS Excel.
5. To develop analytical skills in students in order to comprehend and practice data analysis at different levels.

Unit 1: (12 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.

Unit 2: (8 Hours)

Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation(one way table only), simple and multiple regression(problems on simple regression only).

Unit 3: (6 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).

Unit 4: (10 Hours)

Time Series Analysis: Introduction - Objectives Of Studying Time Series Analysis - 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.

Unit 5: (8Hours)

Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using Graphical method. Transportation problem: basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.

Unit 6: (8 Hours)

Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation, Concept of project crashing.

PRACTICAL COMPONENT :(Student-Centered Learning)

- Students are expected to have a basic excel classes.
- Students should be able to relate the concepts which can highly enhance an application scenario in your profession.

- Student should demonstrate the application of the techniques covered in this course.

COURSE OUTCOMES:

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.

RECOMMENDED BOOKS:

- Business Statistics and Analytics – Pannerselvam, Nagesh, Senthilkumar, Cengage Learning, 2018.
- BStat: A South Asian Perspective with Course Mate – Keller & Arora Cengage Learning, 2016.
- Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005 ISBN 981-240-641-7.

REFERENCE BOOKS:

- Statistical Methods – Dr S. P Gupta, SulthanChand & sons, fourth Edition, ISBN 81-8054298-X.
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN, 978-81-8318-755-8.
- Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003, ISBN 0-534-34974-9.

CO-PO MAPPING

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

MARKETING MANAGEMENT

Semester	I	CIE Marks : 40
Course Code	18MBA15	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours : 03
Credits : 04		

Course Objectives:

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.

Unit 1: (8 hours)

Introduction to Marketing: Introduction, Definitions of market and marketing, Selling Vs marketing, The Exchange Process, Elements of Marketing Concept, Functions of Marketing, Old Concept or Product- oriented Concept, New or Modern or Customer- oriented Concept, Marketing Myopia, Marketing Environment analysis, (Micro and Macro), Marketing in the 21st century opportunities, challenges & Ethics.

Unit 2: (6 hours)

Buyer Behavior Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. B2B marketing Vs Consumer Marketing.

Case Study on “ Barista Lavazza”, Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012.Pg 33-34.

Unit 3: (10 hours)

Market Segmentation, Targeting & Positioning (STP): Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies.

Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

Case Study on “ Marketing of Tata’s Nano in India ”, Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas. Pg 335-354.

Unit 4: (8 hours)

Managing the Product: Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labeling in packing. Services Marketing & its Characteristics.

Case Study on “ American Express ”, Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. Pg 257-259 .

Unit-5: (10 hours)

Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies- Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing.

Unit 6: (10 hours)

Promotion Strategy: 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.

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. Marketing Strategic Planning Process.

Case Study on “ Facebook ”, Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. Pg 503-504.

PRACTICAL COMPONENTS:

- Marketing Games and quiz for Students.
- Analyze Product Life Cycle of few Products like-Electronic goods, Computers etc.
- Study Packaging strategies used by FMCG companies.
- Understand Marketing strategies, plans used by automobile, cosmetic, FMCG companies etc.

COURSE OUTCOME:

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. Explain how companies identify attractive market segments, differentiate and position their products for maximum competitive advantage in the market place.

4. Build marketing strategies based on product, price, place and promotion objectives.

5. Synthesize ideas into a viable marketing plan.

RECOMMENDED BOOKS

- Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012.
- Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.
- Marketing Management, Tapan Panda, 2/e, Excel Publication.

REFERENCE BOOKS

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012.
- Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.
- Fundamentals of Marketing Management, Etzel M.J B J Walker & William J. Stanton, 14/e, TMH, 2012.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO 3	PO4	PO5
1	X			X	
2		X	X		
3		X			
4					X
5					X

MANAGERIAL COMMUNICATION

Semester	I	CIE Marks : 40
Course Code	18MBA16	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0-0	Exam Hours : 03
Credits : 04		

Course Objective:

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.

Unit 1:

(8 Hours)

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation – Communication in a cross-cultural setting.

Unit 2:

(8 Hours)

Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Non-verbal communication.

Unit 3: (8 Hours)

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

Unit 4: (10 Hours)

Business Letters and Reports: Introduction to business letters – Types of Business Letters – Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation – Writing memos Media Management: The press release – Press conference – Media interviews

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings.

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5: (10 Hours)

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for managers.

Case Methods of learning: Understanding the case method of learning.

Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.

Unit 6: (8 Hours)

Employment communication: Introduction – Composing Application Messages – Writing CVs – Group discussions –

Interview skills

Impact of Technological Advancement on Business Communication– Technology-enabled Communication- Communication networks– Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing.

Note: Course Instructors are free to set their own cases or use cases from Harvard /Case centre.

PRACTICAL COMPONENTS:

- Make students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- 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.

COURSE OUTCOMES:

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. The students will be introduced to the managerial communication practices in business those are in vogue.

4. Students will get trained in the art of business communication with emphasis on analysing business situations.

5. Students will get exposure in drafting business proposals to meet the challenges of competitive environment.

RECOMMENDED BOOKS:

- Business Communication: Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e.
- Pearson Education,2011.
- Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- *Communicating in Business with CourseMate- Ober/Newman-Latest Edition-2018.
- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010.

REFERENCE BOOKS:

- Effective Technical Communication – Ashraf Rizvi M, TMH, 2005.
- Business Communication – Sehgal M. K & Khetrapal V, Excel Books.
- Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.

CO-PO MAPPING

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

**II SEMESTER
HUMAN RESOURCE MANAGEMENT**

Semester	II	CIE Marks : 40
Course Code	18MBA21	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours : 03
Credits : 04		

COURSE OBJECTIVES:

- To understand the HRM concepts and theory.
- To obtain an overview of various HRM functions and practices.
- To gain an insight into the basic statutory provisions.

Unit 1: (8 hours)

Human Resource Management: Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM.

Case Study on “ Enterprise Builds on People”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23.

Unit 2: (8 hours)

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

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

Unit 3: (10 hours)

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, Recent trends and Approaches to recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Case Study on “ Jayram’s Dilemma”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 123.

Unit 4: (8 hours)

Training and development: Training v/s development, Systematic Approach to Training, Training Methods; one the job and off the job.

Case Study on “ Training Program at ABC Cement”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140.

Unit 5: (10 hours)

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal.

Employee Turnover & Employee Retention: Meaning, Strategies to manage employee turnover, Employee retention strategies.

Compensation: Meaning of Job Evaluation, Objectives of Compensation Planning, components of compensation, Compensation Pay Structure in India.

Unit 6: (8 hours)

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions in India.

Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees.

PRACTICAL COMPONENTS:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.

- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

COURSE OUTCOME:

1. Understanding of HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
2. Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
3. Identify the various training methods and design a training program.
4. Understand the concept of performance appraisal process in an organization.
5. List out the regulations governing employee benefit practices.

RECOMMENDED BOOKS:

- **Human Resources Management:** A South Asian Perspective, Denski/Griffin/Sarkar- Cengage Learning, 2012.
- Human Resource Management – Rao V. S. P, Excel BOOKS, 2010.
- Human Resource Management – Dr. T.P RenukaMurthy HPH.

REFERENCE BOOKS:

- Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
- Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
- Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.

CO-PO MAPPING

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

FINANCIAL MANAGEMENT

Semester	II	CIE Marks : 40
Course Code	18MBA22	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours : 03
Credits : 04		

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 uses.
3. To evaluate the investment proposals.
4. To analyze capital structure, and dividend decision.
5. To understand the management of working capital in an organization.

Unit 1: (8 Hours)

Financial management – Introduction to financial management, objectives of financial management. Changing role of finance managers. Interface of Financial Management with other functional areas.

Emerging Issues in financial management: Risk management, Behavioral finance and financial engineering.

Introduction to Financial System. Financial markets, Financial Instruments, Financial institutions and financial services. Introduction to derivatives.

Unit 2: (10 Hours)

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.

Unit 3: (10 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.

Unit 4: (10 Hours)

Investment decisions – 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 (Theory & Problem). Capital rationing; Risk analysis in capital budgeting (Theory only).

Case Study on replacement of capital project.

Unit 5: (7 Hours)

Working capital management – factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management).

Case study on Working Capital Determination.

Unit 6: (7 Hours)

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) 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.

PRACTICAL COMPONENTS:

- Study the different financial services offered by a bank.
- 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.

COURSE OUTCOME:

1. Understand the basic financial concepts.
2. Apply time value of money.
3. Evaluate the investment decisions.
4. Analyze the capital structure and dividend decisions.
5. Estimate working capital requirements.

RECOMMENDED BOOKS:

- Financial Management -Prasanna Chandra, 9/e, TMH.
- Financial Management, Khan M. Y.& Jain P. K, 7/e, TMH.
- Financial Management ,I M Pandey, 11th Edition, Vikas Publishing House.

REFERENCE BOOKS:

- Principles of corporate finance, Brealey and Myers, 9/e, TMH.

- Financial Management, Rathod, Babitha Thimmaiah, Harish Babu, HPH.
- Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.

CO-PO MAPPING

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

RESEARCH METHODOLOGY

Semester	II	CIE Marks : 40
Course Code	18MBA23	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours : 03
Credits : 04		

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.

Unit 1: (8 hours)

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

Case Study 1: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 458.

Unit 2: (8 hours)

Business Research Design: Meaning and significance - Types: Exploratory and Conclusive Research Design.

Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.

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

Case Study 2: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 455.

Unit 3: (8 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.

Case Study 3: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 461.

Unit 4: (12 hours)

Data Collection: Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Case Study 4: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 457.

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 5: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 452 & 463.

Unit 5: (8 hours)

Hypothesis - 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) Statistical analysis- Bivariate and

Multivariate Analysis- ANOVA-one-way and two-way classification (theory only).

Case Study 6: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 301.

Unit 6: (8 hours)

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Case Study 7: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 470.

PRACTICAL COMPONENTS:

- To identify research problem and collect relevant literatures for data analysis.
- To write the research design by using Exploratory and Descriptive Research methods.
- To prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- To conduct Market survey and to investigate consumer perception towards any FMCG.
- To demonstrate Report writing and Presentation methods.

COURSE OUTCOME:

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.

RECOMMENDED BOOKS

- Business Research Methods: A South-Asian Perspective with course Mate William G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/Mitch Griffin, Cengage learning.
- Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books.
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH/2007.

REFERENCE BOOKS

- Research Methodology – C.R.Kothari, VishwaPrakashan.
- Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015.
- Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007.

CO-PO MAPPING

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

LEGAL AND BUSINESS ENVIRONMENT

Semester	II	CIE Marks : 40
Course Code	18MBA24	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours : 03
Credits : 04		

Course Objectives:

1. To provide insights into the core concepts of incorporation of company.
2. To understand various policies and procedures of the company Act.
3. To gain insights into various procedure of Investigation & Winding up of Companies.

Part-A (Legal Environment)

Unit I: (4 Hours)

Indian Contract Act, 1872-Meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency.

Unit2 : (10 Hours)

Corporate Incorporation and Management .

Definition of company, characteristics , types of company, lifting of corporate veil (i) Incorporation of company (ii) Memorandum and Articles of Association (iii) Doctrine of Ultra Vires (iv) Doctrine of Indoor Management and constructive notices Management - (i) Directors: Appointment, Removal, Position, Powers and Duties of Directors. (ii) Auditor and audit Committee: Its Role. Directors – qualification and Appointment, Liabilities and duties.

Mini case Presentation and Discussion on Saloman v/s A Soloman & Company Ltd.

Unit 3: (12 Hours)

Oppression, Mismanagement and Investigation:

(i) Prospectus, membership and shareholding in an company.(ii) Prevention of Oppression (iii) Prevention of Mismanagement (iv) Role & Powers of the Company Law Board (v) Role & Powers of Central Government. Meeting : (i) Types of Meetings (ii) Procedure of calling for a meeting (iii) Company’s resolutions and its kinds, proxies.

Corporate Liquidation: (i). Winding up of Companies (ii). Mode of winding up of the companies (iii). Compulsory Winding up under the Order of the Tribunal (iv). Voluntary winding up (v). Contributories (vi). Payment of liabilities.

Mini case Presentation and Discussion on Rule in Foss v. Harbottle.

PRACTICAL COMPONENTS:

- Students to collect analyze and discuss MOA, AOA & Prospectus of a company.
- Students to produce a report on the working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance.

COURSE OUTCOME:

1. Students should get clear idea about the concept of incorporation of company, its relevance, characteristics, types of company, lifting of corporate.
2. Student to acquire knowledge about conducting meeting, duties of directors and Investigation of the company.
3. To give the students an insight on Winding up of the companies , Mode of winding up of the companies.

RECOMMENDED BOOKS:

- Elements of Mercantile law, Sultanchand publications, 34th

Edition, 2014

- Legal & Business Environment, Racvindra Kumar & Renukamurthy, Cengage learning, 2018.
- Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd., 1995.

REFERENCES BOOKS:

- Charles Wild & Stuart Weinstein Smith and Keenan, Company Law, Pearson Longman, 2009 2. Institute of Company Secretaries of India, Companies Act 2013, CCH Wolter Kluver Business, 2013.
- Lexis Nexis, Corporate Laws 2013 (Palmtop Edition) 4. C.A. Kamal Garg, Bharat’s Corporate and Allied Laws, 2013.
- Taxmann, Companies Act 2013.

CO – PO MAPPING.

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

Part-B (Business Environment)

Course Objectives:

1. To provide an understanding about the Macro Economic Environment of Business.
2. To have an understanding of the basic macro-economic concepts.
3. To study the various economic policies of our country.

Unit-4 (10Hours)

Indian Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global environment: WTO and global relations.

Basic 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, Business Cycle- Features, and Phases.

Unit-5 (8 Hours)

Industrial Policies and Structure: Planning- Problems in industrial development during the plan period, Classification of industries based on ownership. Industrial policies, Industrial strategy for the future, New Industrial policy 1991.

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Startups and their current state in India. Privatisation-Problems and prospects, Disinvestments in Indian public sector Units since 1991.

Case Study: Privatization of Airport and Airline Industry, Source: Business Environment: Text and cases – Justin Paul, 2/e, McGraw Hill. 2008. Pp 166-168.

Unit-6 (8 Hours)

Economic policies: Fiscal Policy: Objectives, Instruments, Union Budget, Taxes, Role of Government.

Monetary Policy: Money, Measures of money supply, Monetary system in India, Tools for credit control. Structure of the Banking system, RBI and its functions, Banking structure reforms – Narasimham committee recommendations.

India Foreign Trade Policy: Objectives, Features, Policy of 2015-2020-salient features.

PRACTICAL COMPONENTS:

- Students are expected to give a report on how the economic environment has affected the performance of any five large Indian Business Houses.
- Students are expected to analyze the major economic and financial indicators such as GDP, Inflation, CPI, BSE, NSE, Currency, Gold rate, Oil barrel price etc., for a particular period of time and submit the report on the same.

COURSE OUTCOMES:

1. To student will have an understanding of the macro environment of Business and various macroeconomic concepts.
2. The student will understand the industrial policies of the past and the present and the evolution over time, and how Indian Industrial structure evolved over time.
3. The student will be exposed to various economic policies of the country and the state of economy.

RECOMMENDED BOOKS:

- Economic Environment of Business –Misra S. K &Puri V. K. , 6/e, Himalaya publishing house, 2010.
- Business Environment :Text and Cases - Justin Paul, 3/e, McGrawHill, 2011.
- Business Environment - Fernando, 1/e, Pearson, 2011.

REFERENCE BOOKS:

- Principles of Macro Economics –Mankiw, 4/e, Cengage Learning,2011.
- Macro Economics – Andrew. B. Abel, & Ben S. Bernanke, 7/e,Pearson Education, 2011.

CO-PO MAPPING

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

STRATEGIC MANAGEMENT

Semester	II	CIE Marks : 40
Course Code	18MBA25	SEE Marks : 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours : 03
Credits : 04		

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.

Unit 1:**(6 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.

Minicase Presentation and Discussion: Business model of Amul and KMF , Suggested questions for case presentation: a. Discuss competitive strategy of Amul b. what are the difference between Amul business model and KMF.

Unit 2:**(8 Hours)**

Strategy Formulation- Understand strategic management process business definition & Organization values that build mission statement. Describe strategic vision, mission, goals, long term objectives, short term objectives and discuss their value to the strategic management process. Balanced Score card.

Minicase Presentation and Discussion: Shanghai GM , Suggested questions for case presentation: a. Introducing China’s auto industry, including opportunities & threats b. Why joint venture with SAIC? c. What makes Shanghai GM successful? d. Lessons learnt to other Western MNEs.

Unit 3: (10 Hours)

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis - what factors are 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.

Mini-Case Presentations and Discussions: Jet Blue Airlines
Suggested topics for case presentation and discussion: a. Analyzing the general (national/global) environment b. Assessing five forces of the industry c. Identifying opportunities & threats of the industry d. Jet Blue's capability analysis.

Unit 4: (10 Hours)

Analyzing a company's resources and competitive position – Analysis of a Company's present strategies - SWOT Analysis – Value Chain Analysis - Benchmarking . Generic Competitive Strategic – Low cost provider Strategy - Differentiation Strategy - Best cost provider Strategy - Focused Strategy - Strategic Alliance and Collaborative Partnerships - Mergers and Acquisition Strategic - Outsourcing Strategic - International Business level.

Minicase presentation and discussion: Wal-Mart Stores Inc.
Suggested topics for case presentation and discussion: a. what competitive strategy does the firm use? Why? b. How does the firm achieve competitive advantages via four-building blocks (quality, innovation, efficiency and customer responsiveness)? c. Any evidence or efforts about value-chain activities? d. Recommendations?

Unit:5 (8 Hours)

Business planning in different environment - Entrepreneurial level Business planning – Multistage wealth creation model for entrepreneurs – Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategic – GE nine cell planning grid and BCG matrix.

Minicase Presentation and Discussion: Siemens's Global Development Strategy
Suggested topics for presentation and discussion: 1. Why does Siemens need global coordination and integration? 2. How did Siemens coordinate and orchestrate project development and operations dispersed in various regions? 3. Do you think that different foreign subsidiaries should vary in their autonomy and corporate support, why and how? 4. Takeaway lessons and your recommendations.

Unit:6 Strategy Implementation (10 Hours)

Organizational design, structures and controls. Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies. Organizational structures used to implement different corporate level strategy. How corporate culture promotes implementation of strategy, types of control systems.

Minicase presentation and discussion: Infosys Pvt ltd.
Suggested topics for case presentation and discussion: a. Discuss strategy formulation and implementation of recent year.

PRACTICAL COMPONENTS

- 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).
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.. Analyze the news items to understand and write down the company’s strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company’s failure in the market; 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.

COURSE OUTCOME:

1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. 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.
3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage.
4. To help students understand the strategic drive in multinational firms and their decisions in different markets.
5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

RECOMMENDED BOOKS:

- Crafting and executing Strategy. A Thompson Jr, Margaret A. Peteraf and John E Gamble. Mc Graw Hill Publication, New Delhi.
- Strategic Management – Hitt & Manikutti, Cengage learning,2018.
- Strategic Management – Fred R David, PHI Learning Private Ltd, New Delhi.

REFERENCE BOOKS:

- Strategy and the Business Landscape– Pankaj Ghemawat.
- Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson , : South Western, Thomson Learning.
- Crafting and Executing Strategy, Arthur Thmpson, A.J.Strickland, Arun Jain, Mc Grawhill.

CO-PO MAPPING

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

ENTREPRENEURSHIP DEVELOPMENT

Semester	II	CIE Marks	: 40
Course Code	18MBA26	SEE Marks	: 60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	: 03
Credits : 04			

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 understand the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country.

Unit 1: (8 Hours)

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

Unit 2: (10 Hours)

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Unit 3: (8 Hours)

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.

Unit 4: (8 Hours)

Family Business: Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.

Unit 5: (8 Hours)

International Entrepreneurship Opportunities: The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade.

Unit 6: (10 Hours)

Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists.

Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship-need and problems of rural entrepreneurship - challenges and opportunities-Role of government. Make in India, Smart India, Digitalized India.

Case studies in Entrepreneurship Development.

PRACTICAL COMPONENTS:

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impacts of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.
- Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

COURSE OUTCOMES:

1. Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunities in order to setup a business.
2. As an entrepreneur learn to think creatively and understand the components in developing a Business plan.
3. Become aware about various sources of funding and institutions

supporting entrepreneurs.

4. Gain consciousness towards social entrepreneurship and rural entrepreneurship opportunities.

RECOMMENDED BOOKS:

- Entrepreneurship- A South-Asian Perspective, D.F.Kuratko, T.V.Rao – Cengage Learning -2018.
- Entrepreneurship Development-Small Business Enterprise-Poornima Charantimath Pearson Education - 2007.
- Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 6/e - The McGraw-Hill companies - 2007.

REFERENCE BOOKS:

- Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007.
- Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011.
- Entrepreneurship-Principles and Practices - Kurakto - 7/e - Thomson Publication - 2007.

CO-PO MAPPING

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

MARKETING SPECIALISATION
III SEMESTER
CONSUMER BEHAVIOR

Semester	III	CIE Marks : 40
Course Code	18MBAMM301	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours : 03
Credits : 04		

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.

Unit 1: (4 Hours)

Introduction to the study of Consumer Behaviour: Meaning & Definition 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.

Unit 2: (7 Hours)

Models of Consumer Behaviour: 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.

Unit 3: (8 Hours)

Individual Influences on Consumer Behaviour and CRM: Part 1

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.

Unit 4: (06 Hours)

Individual Influences on Consumer Behaviour: Part 2

A) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning.

B) 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).

C) Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

Unit 5: (8 Hours)

External Influences on Consumer Behaviour

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.

Unit 6: (06 Hours)

Consumer Influence and Diffusion of Innovations

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.

PRACTICAL COMPONENT:

- 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?

COURSE OUTCOMES:

The student should 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.

RECOMMENDED BOOKS:

- Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, Latest edition.
- Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, 1/e, Cengage Learning.

REFERENCE BOOKS:

- Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications, 2015
- Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e, TMH,
- Consumer Behavior- Satish K. Batra & S H HKazmi, Excel Books.

CO-PO MAPPING

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

RETAIL MANAGEMENT

Semester	III	CIE Marks	: 40
Course Code	18MBAMM302	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To develop an understanding of the contemporary retail management, issues, strategies and trends.
2. To highlight the importance of retailing and its role in the success of modern business.
3. To acclimatize with the insights of retailing, key activities and relationships.

Unit 1: (5 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, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.

Unit 2: (4Hours)

Theories of Retailing: Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory.

Unit 3: (9 Hours)

Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) – Human Resource Management, Information

Systems and supply chain management & Logistics. Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.

Unit 4: (9 Hours)

Store Management and Visual Merchandising: Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.

Unit 5: (8 Hours)

Relationship Marketing & International 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, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing.

Unit 6: (4 Hours)

Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism .

PRACTICAL COMPONENTS:

- 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.

COURSE OUTCOMES: The student should be able to:

1. Find out the contemporary retail management, issues, and strategies.
2. Evaluate the recent trends in retailing and its impact in the

success of modern business.

3. Relate store management and visual merchandising practices for effective retailing.

RECOMMENDED BOOKS:

- Retail Management - Levy & Weitz, 8/e, TMH, 2012.
- Retail Management - Chetan Bajaj, Oxford University press.
- Retailing, James R Carver, Patrick m Dunne, Robert F Lusch, 8/e.

REFERENCE BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
- Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
- Retail Management, Global perspective, Dr. Harjith Singh, 3rd Revised Edition, S.Chand.

CO-PO MAPPING

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

SERVICES MARKETING

Semester	III	CIE Marks	: 40
Course Code	18MBAMM303	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

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.

Unit 1: (6 Hours)

Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in 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 that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Unit 2: (7 Hours)

Understanding customer expectation through market research:

Key reasons for GAP 1, 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.

Unit 3: (8 Hours)

Customer defined service standards: “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.

Unit 4: (6Hours)

Employee role in service designing: 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.

Unit 5: (6 Hours)

Role of 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.

Unit 6: (6 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.

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.

COURSE OUTCOMES:

The student should 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.

RECOMMENDED BOOKS:

- Services Marketing - Valarie A Zeithmal& Mary Jo Bitner, 5/e, TMH, 2011.
- Services Marketing-Christopher Lovelock, Pearson Education.

REFERENCE BOOKS:

- Services Marketing – Rajendra Nargundkar, 3/e, TMH, 2010.
- Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning-2007.
- Services Marketing: Operation, Management and Strategy-Kenneth E Clow& David L. Kurtz, 2/e, Biztantra, 2007.

CO-PO MAPPING

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

MARKETING RESEARCH & ANALYTICIS

Semester	III	CIE Marks	: 40
Course Code	18MBAMM304	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

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.

UNIT 1: (6 hours)

Marketing Research Dynamics- Introduction, 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: what is marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research.

UNIT 2: (6 hours)

Marketing Research and MIS: Marketing Information System, Importance, Relevance of MkIS, Marketing Research (MR) and MkIS, The marketing information systems and its subsystems, four components: user interfaces, application software, databases, and system support. Advantages & disadvantages of marketing information systems. Internal reporting systems.

UNIT 3: (6 hours)

Decision Support System & Big Data: 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, Data Mining, benefits of data mining, Big Data Analysis, Descriptive Analysis, Prescriptive Analysis, Key challenges of Big Data Integration.

UNIT 4: (8 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.

UNIT 5: (5 hours)

Predictive analysis: 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.

UNIT 6: (8 hours)

Predictive analytical process: Project initiation, project requirements, Model building and business evaluation, duration of a predictive analytics project.

Building a predictive model: Exploring the data landscape, Sampling and shaping the development sample, data preparation,

creating derived data, understanding the data, data reduction, data transformation, modeling, validation, selling models into business.

PRACTICAL COMPONENTS:

- 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.

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.

RECOMMENDED BOOKS:

- Marketing Research an Application Orientation-Naresk K Malhotra,6/e, Pearson, 2013.
- Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning,2010.

- Predictive Analytics, Data Mining and Big Data- S. Finlay, Palgrave Macmillan Publishing.

REFERENCE BOOKS:

- Marketing Research: Methodological Foundations 8 th Edition by Gilbert A. Churchill & Dawan Iacobucci.
- Marketing Research: David Aaker/V.Kumar/Robert P Leone,George S Day. Willey publication.11th edition.
- Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005 Market Research Best Practice. 30 Visions of the Future – Peter Mouncey, et.al, 2007.

CO-PO MAPPING

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

BUSINESS MARKETING

Semester	III	CIE Marks	: 40
Course Code	18MBAMM305	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Objectives:

1. To develop an understanding of the various concepts of Industrial Marketing.
2. To understand the buying process and marketing channels for industrial goods.
3. To acquaint with B-2-B-2-C Strategies and their implementation.
4. To analyze various pricing strategies of industrial goods & their implications.
5. To understand the significance of E-commerce in Business Marketing.

Unit 1: (6 Hours)

Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services, Business customers purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.

Units 2: (7 Hours)

Organizational Buying Behaviour: Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre. The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing. Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, Research Methods.

Unit 3: (6 Hours)

Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market. Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy. Business Service Marketing: Special Challenges

Unit 4: (6 Hours)

Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts, SCM, Logistics Management, Customer Service, Major cost centres of Market Logistics.

Unit 5: (6 Hours)

Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.

Unit 6: (8 Hours)

Management of Sales Force: Personal Selling, The Selling Process, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues. B2B through E-Commerce:

Business-to-Business forms of E-Commerce, Models for B2B ecommerce, Marketing strategy for the electronic market place.

PRACTICAL COMPONENTS:

- Visit Industrial Distributor/Dealer and collect all the conceptual information from purchasing to selling of B2B Products (SCM) to Business Customers.
- Visit at least one Industrial / B2B Trade shows or Exhibitions and prepare a report
- Visit to one Original Equipment Manufacturing (OEM) Industry and one Semi-Finished Goods Industry.
- Students are expected to make a SWOT analysis of Industrial products and services of various sectors.

COURSE OUTCOMES: Student should be able to

1. Describe the nature of business markets and the related concepts.
2. Familiarize the business buying behaviour of industrial customers.
3. Analyze business situations in the context of buyer-seller relationships.
4. Apply concepts of pricing strategies for industrial goods
5. To evaluate the significance of E –Commerce in Business Marketing.

RECOMMENDED BOOKS:

- Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice Hall International Publication.
- Business Marketing – Krishna K Havaladar, Latest Edition, Tata McGraw Hill Publication.

- Business Marketing Management – Michael D Hutt, Thomas W Speh, Latest Edition, Cengage Learning Publication.

REFERENCE BOOKS:

- Business Marketing – Frank G Bingham Jr., Latest Edition; Tata McGraw Hill Publication.
- Industrial Marketing – Mukherjee H S; Latest Edition; Excel BOOKS Publication.
- Industrial Marketing – PK Ghosh, Latest Edition; Oxford University Press.

CO-PO MAPPING

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

SUPPLY CHAIN MANAGEMENT

Semester	III	CIE Marks	: 40
Course Code	18MBAMM306	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Objectives:

1. To understand the basic concepts, processes and key elements of a supply chain.
2. To provide insights for establishing efficient, effective, and sustainable supply chains.
3. To explain the role of technology in supply chain planning, visibility, and execution.

Unit 1: (4 Hours)

Introduction: Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.

Unit 2: (7 Hours)

Designing the supply chain network: 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. Designing and Planning Transportation Networks, role of transportation, modes, design options, tailored transportation.

Unit 3: (6 Hours)

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / reorder level fixation, ABC analysis, SDE/VED Analysis.

Unit 4: (6 Hours)

Purchasing and vendor management: Centralized and decentralized purchasing, functions and purchase policies, vendor rating/ evaluation, single vendor concept, account for materials, just in time & Kanban systems of inventory management

Unit 5: (9 Hours)

Logistics Management: 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.

Unit 6: (7 Hours)

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.

PRACTICAL COMPONENTS:

- Students are expected to choose any 4 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.

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.

RECOMMENDED BOOKS:

- A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, 1st Edition, Cengage Learning.
- Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2nd Edition, TMH, 2008.

REFERENCE BOOKS:

- Supply chain management, Chopra Sunil and Peter Meindl - 3rd edition, Pearson, 2007.
- Supply Chain Management-A Managerial Approach, Amith Sinha, Herbert, 2nd edition, TMH.
- A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan

CO-PO MAPPING

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

SEMESTER III (FINANCE SPECIALISATION) BANKING & FINANCIAL SERVICES

Semester	III	CIE Marks : 40
Course Code	18MBAFM301	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours : 03
Credits : 04		

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.

Unit 1: (4hours)

Structure of Banking in India: Functions of RBI, structure and functions of commercial banks. Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)

Unit 2: (7 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)

Unit 3: (6 hours)

Merchant Banking:Categories, Services offered,Issue management – Post and Pre issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs Fixed price issues.(Theory)

Unit 4: (8 hours)

NBFCs an Overview -Types of NBFCs in India. Regulatory framework. Micro finance-Models, services, challenges. Leasing & Hire Purchase: Concept, Types, Evaluation.Problems in Evaluation of Leasing & Hire Purchase. (Theory& Problems)

Unit 5: (6 hours)

Credit rating: Meaning, process of credit rating, rating methodology, rating agencies and symbols.

Venture capital: concept, features, process. Stages, Performance of Venture capital funded companies in India.(Theory)

Unit 6 (8 hours)

Mutual Funds: Structure,Functions, Types of Funds, Performance of Mutual Funds, Regulations. Depository system: objectives, activities, NSDL& CDSL. The process of clearing and settlement. Factoring & Forfeiting: Definition, functions, types. Securitization: Meaning, process, Types, Benefits. (Theory)

Question Paper: 90% Theory, 10% Problems (Leasing and hire purchase).

PRACTICAL COMPONENTS:

1. Study and compare the performance of Public and private sector banks.
2. Issue management: Study the recent public issues.
3. Factoring and forfeiting business in India.
4. Venture capital funding and start up challenges.
5. Status of securitization in India.

COURSE OUTCOME:

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.

RECOMMENDED BOOKS

- Financial services –Khan M Y, 6/e, McGraw Hill.
- Banking and Financial Services- Mukund Sharma, Himalaya publishing, 2015.
- Management of Banking and Financial services- Padmalatha& Justin Paul, Pearson.

REFERENCE BOOKS

1. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
2. Merchant Banking & Financial services- Vij & Dhavan, 1/e, McGraw Hill, 2011.
3. Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.

CO-PO MAPPING

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

INVESTMENT MANAGEMENT

Semester	III	CIE Marks	: 40
Course Code	18MBAFM302	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To understand the capital market and various instruments for investment.
2. To learn valuation of equity, debt and mutual funds.
3. To learn the theories of portfolio management.

Unit 1: (6 Hours)

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges (only Theory).

Unit 2: (4 Hours)

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns individual security, Portfolio Risk and Return(Theory & Problems).

Unit 3: (8 Hours)

Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models. (Theory & Problems).

Unit 4: (6 Hours)

Macro-Economic and Industry Analysis: Fundamental analysis- EIC Frame Work, Industry Analysis. Company Analysis- Financial

Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators –Moving averages, ROC, RSI, Market Indicators. (Theory only).

Unit 5: (7 Hours)

Modern Portfolio Theory: Markowitz Model, Sharpe's single index model, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT AND CAPM.(Theory & Problems).

Unit 6: (8 Hours)

Market Efficiency and Behavioral Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioral Finance – Interpretation, Biases and critiques.

Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio performance Evaluation: Holding period returns, Measures of portfolio performance.(Theory & Problems).

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.

COURSE OUTCOMES:

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.

RECOMMENDED BOOKS:

- Investment Analysis and Portfolio management – Prasanna Chandra,3/e,TMH, 2010.
- Investments – ZviBodie, Kane, Marcus &Mohanty, 8/e, TMH,2010.
- Security Analysis & Portfolio Management- J Kevin, TMH

REFERENCE BOOKS:

- Analysis of Investments & Management – Reilly & Brown, Cengage, 10e/2017
- Security Analysis & Portfolio Management – Punithavathy EhavathyPandian,2/e, Vikas, 2005.

Question Paper: 60 % Theory 40% problems.

CO-PO MAPPING

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

DIRECT TAXATION

Semester	III	CIE Marks : 40
Course Code	18MBAFM303	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours : 03
Credits : 04		

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

Unit 1: (4 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).

Unit 2: (7 Hours)

Income from Salaries: Introduction, 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).

Unit 3: (8 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).

Unit 4: (6 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).

Unit 5: (8 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).

Unit 6: (6 Hours)

Computation of taxable income of a company with special reference to MAT. (Problems on MAT).

Question Paper:

30 % Theory 70% problems.

PRACTICAL COMPONENT:

- 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.

COURSE OUTCOME:

At the end of the course, the students are 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.

RECOMMENDED BOOKS :

- Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publications.
- Students Guide to Income Tax Vinod Singhania and Kapil Singhania, – Taxman Publications.

REFERENCE BOOKS:

- TN Manoharan- Students Guide to Income Tax – Snow White
- Direct Tax – Lal & Vashisht – Pearson.

CO-PO MAPPING

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

ADVANCED FINANCIAL MANAGEMENT

Semester	III	CIE Marks	: 40
Course Code	18MBAFM304	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

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.

Unit 1: (7 Hours)

Capital structure decisions – 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).

Unit 2: (7 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).

Unit 3: (4 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).

.Unit 4: (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)

Unit 5: (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)

Unit 6: (7 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)

Question Paper: 40% theory and 60% problems

PRACTICAL COMPONENTS:

- 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.

COURSE OUTCOMES:

At the end of the course, the students are 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

RECOMMENDED BOOKS:

- Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011
- Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.

REFERENCE BOOKS:

- Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cengage Learning, 2004.
- Corporate Finance: Ross, Westerfield & Jaffe, – TMH – 8/e, 2010
- Financial Management & Policy - Vanhorne, 12/e, Pearson

CO-PO MAPPING

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

COST MANAGEMENT

Semester	III	CIE Marks : 40
Course Code	18MBAFM305	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours : 03
Credits : 04		

Course Objectives:

1. To understand various concepts and terminologies used in cost management
2. To explain and critically evaluate various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc.
3. To apply and analyse various costing methods and techniques mentioned above

Unit-1: Introduction to Cost Management [6 Hours]

Meaning of cost and cost management-Cost accounting vs Cost management-Classification of costs-Methods and techniques of costing-Preparation of cost sheet (Numerical problems on cost sheet).

Unit-2: Overheads [6 Hours]

Classification of overheads-Cost allocation and cost apportionment-Primary and secondary distribution of overheads-Simultaneous equation method (Numerical problems on both primary and secondary distribution)-Absorption of Overheads-Under and over absorption of overheads (Only theory).

Unit-3: Marginal Costing [8 Hours]

Meaning, advantages and disadvantages of Marginal costing-Marginal cost techniques-Break Even Point (including chart), P/V Ratio and Margin of Safety-Applications of marginal costing technique (All types of numerical problems)-Differential Cost Analysis (Only theory).

Unit-4: Budgetary Control and Standard Costing: [8 Hours]

Meaning and objectives of budgetary control-Types of budgets

(Purchase budget, production budget, sales budget and master budget). (Numerical problems only on production and flexible budget). Standard Costing: Meaning of standard costing and variance analysis and its comparison with budgetary control (Numerical problems only on material and labour cost variances).

Unit-5: Activity Based Costing (ABC): [6 Hours]

Meaning of Activity based costing and its comparison with traditional costing-Cost drivers- Unit level, batch level, product level and facility level cost-Advantages and disadvantages of ABC (Numerical problems on cost analysis under ABC).

Unit-6: Cost Audit and Reporting: [5 Hours]

Cost Audit-Meaning, objectives and advantages-Management Audit-Meaning, objectives and Scope-Management Reporting-Objectives and types of reporting-Requisites of a good report- Segmental reporting. Cost Control-Meaning of cost control-cost control vs cost reduction- Target Costing-Meaning and its objectives-Balanced Scorecard-Meaning, objectives and features. (Question Paper:50% Theory and 50% Problems)

Question paper proportion: 40 Theory and 60 Problems

PRACTICAL COMPONENTS:

- The student can choose any product and get details about the actual cost of material, wages and other cost and prepare a cost statement.
- Standard cost of each component has to be obtained and compared with actual cost to find the variance and reasons for variance to assess efficiency of purchase, operations and production.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

1. Understand various cost methods and techniques with their features, merits and demerits).
2. Demonstrate the application of cost sheet, marginal costing,

budgetary control techniques, Activity based costing etc. with numerical problems .

3. Analyse the results after applying various costing methods and techniques.
4. Critically evaluate all traditional and non-traditional costing methods such as absorption costing, marginal costing and activity based costing.

RECOMMENDED BOOKS:

- Management Accounting, Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012.
- A Text book of Cost and Management Accounting, Arora M. N, 11th Edition, Vikas.

REFERENCE BOOKS:

- Managerial Accounting, James Jiambalvo, 4nd Edition, Wiley India Pvt. Ltd.
- Cost Accounting, Jawaharlal, & Seema Srivastava, 4th Edition, TMH.

CO-PO MAPPING

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

PROJECT APPRAISAL, PLANNING & CONTROL

Semester	III	CIE Marks	: 40
Course Code	18MBAFM306	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To screen and assess project ideas.
2. To plan, appraise and evaluate implementation of a project.
3. To assess financial and social risk concerned with project implementation.
4. To understand various aspects of project management.

Unit 1: (4 Hours)

Planning & Analysis Overview: Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index (Theory).

Unit2: (8 Hours)

Market and demand analysis, Technical analysis (steps to be discussed in detail). Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice. (Theory & Problems).

Unit 3: (6 Hours)

Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis – selection of projects under risk – risk analysis in practice.

Special decision situations: Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – interrelationships between investment and financing aspects – inflation and capital budgeting, International Capital

Budgeting. (Theory & Problems).

Unit 4: (5 Hours)

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA. Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model – Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations. (Theory & Problems).

Unit 5: (08 Hours)

Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model.

Qualitative factors in capital budgeting. Judgmental, Behavioral, Strategic and Organizational Considerations. Environmental appraisal of projects: types and dimensions of a project, environmental impact assessment and environmental impact statement (Theory & Problems).

Unit 6: (08 Hours)

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Project review and administrative aspects: Control of in-progress projects, The Post-audit, Abandonment Analysis, administrative aspects of capital budgeting, agency Problem, evaluating the capital budgeting system of an organization. (Theory).

PRACTICAL COMPONENTS:

- Students are asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
- Students can visit a Financial institution/Bank and study the project appraisal criteria adopted by them.
- Students can study the project financing procedure provided by Banks.
- Students can visit the organization which have undertaken large

scale projects like ‘Bangalore Metro Rail’ and study the risk associated with such projects and also study how they access and manage such risks.

COURSE OUTCOMES:

1. Students would learn capital budgeting and project financing.
2. Students would be quipped to appraise a project.
3. Students would learn to prepare a Business plan.
4. To understand various financial and technical aspects of project management.

RECOMMENDED BOOKS

- Project Planning: Analysis, Selection, Implementation and Review – Prasanna Chandra, 7/e, TMH, 2011.
- Project Management and Control – Narendra Singh, HPH, 2003.
- Project Management – Bhavesh M. Patel, 2/e, Vikas Publication.

REFERENCE BOOKS

- Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
- Project Management: The Managerial Process – Gray & Larson, 4/e, TMH, 2011.
- Project Management – Choudhury, 1/e, TMH. 7.

CO-PO MAPPING

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

**SEMESTER III
(HUMAN RESOURCES SPECIALISATION)
RECRUITMENT AND SELECTION**

Semester	III	CIE Marks	: 40
Course Code	18MBAHR301	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To enable students to understand and apply the principles of recruitment and Selection
2. trends in the industry.
3. To provide a conceptual and Application of Selection Procedure in the Industry.
4. To give an understanding of the components and meaning of Latest Selection Tools in the
5. corporate sector.
6. To Enable students with testing, reference checking and appointment orders in job recruitment and selection

Unit 1: (5 Hours)

Job Analysis: Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique

Unit 2: (7 Hours)

Hiring Process & Hiring decision: Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis.

Unit 3: (5 Hours)

Hiring internally: Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements.

Unit 4: (7Hours)

External Hiring: Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool.

Unit 5: (6 Hours)

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the Interview, the starting point, day to day execution, dealing with people.

Unit 6: (9 Hours)

Testing, Reference checking & Appointment orders: Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test

Reference checking: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications.

Appointment orders Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy).

PRACTICAL COMPONENTS:

- Students need to identify two jobs in the college and need to do job analysis for those positions using any of the job analysis methods.
- In teams students can be asked to give presentations about various types of jobs (regular, temporary, full time, part time, apprentice, contractual, and outsourcing) in different industries along with its advantages and disadvantages.
- In Teams, select and analyze any two of the Job postings advertisements in Newspapers to know more about job description and job specification mentioned in each advertisement for every post.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week give at least four Job Descriptions and specification to each student, to search and download from the data base at least five resumes for each positions.
- Students can identify 4 or 5 jobs of their interest and can create Advertisements for the same imagining that they are Proprietors of the companies and hiring for these positions.
- Debate on Advantages and disadvantages of hiring external and Internal for the selected jobs like Police Constable, Doctor, CEO, Mechanical Engineer, Professor etc.,
- Role play: Students can do the role play for the entire process of hiring and selecting 3 or 4 selected roles in a specific industry.

COURSE OUTCOMES:

At the end of the course students are able to:

1. Gain the insights of various principles and practices of recruitment and selection in an industry.
2. Equip students with various selection procedure practiced in industry.
3. Develop students with latest selection tools in the corporate sector.
4. Develop students with various testing of job recruitment and

selection

RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009, ISBN: 1136369317, 9781136369315.

REFERENCE BOOKS:

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002, ISBN 13-978- 0534580957.
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009, ISBN: 1444315951, 9781444315950.
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009, ISBN: 1921485779, 9781921485770.

CO-PO MAPPING

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

HR ANALYTICS

Semester	III	CIE Marks	: 40
Course Code	18MBAHR302	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
2. To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
3. To aware the challenges human resources analytics for the competitive advantage of the organization.
4. To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management.

Unit 1: (6 hours)

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)

Unit 2: (6 Hours)

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Unit 3: (7hours)

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Unit 4: (6hours)

Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest , Obtaining data, Cleaning data (exercise), Supplementing data.

Unit 5: (8 hours)

HR Metrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

HR Dashboards

Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBM-AMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Clickview and FusionCharts.

Unit 6: (6 hours)

HR Scorecard

Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

PRACTICAL COMPONENT:

- To solve case studies on Workplace Ethics Discussion on “How to have/ evaluate the performance of the MBA students”
- To visit organizations and find out the problems and causes for unethical behavior at Workplace.
- Identify the important HR metrics used in manufacturing companies.
- Ask students to collect manpower data of your institute and prepare HR Dashboards.

- Collect the payroll detail from IT Company and use module 6 contents.

COURSE OUTCOMES:

The students will be able to.

1. Have an understanding of How HR function adds value and demonstrates the value in business terms
2. Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
3. Convert soft factors in a people management context into measurable variables across various domains.
4. Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.

RECOMMENDED BOOKS:

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

REFERENCE BOOKS:

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

CO-PO MAPPING

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

COMPENSATION & REWARD SYSTEM

Semester	III	CIE Marks	: 40
Course Code	18MBAHR303	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives

1. To know the theoretical and practical developments in the area of compensation and benefits.
2. To discuss the strategic importance of compensation for the achievement of organizational goals.
3. To understand the relationship between compensation objectives and business strategy.
4. To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Unit 1: (4 Hours)

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

Unit 2: (4 Hours)

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure.

Unit 3: (7Hours)

Job Evaluation: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans.

Unit 4: (8Hours)

Determining External Competitiveness and Benefits Management: Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

Unit 5: (9 Hours)

Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups.

Incentives: Positive & negative incentives, Types of individual incentives: incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. incentive plans for white collar worker: straight salary, straight commission, combination plans.

Unit 6: (7 Hours)

Legal & Administrative Issues in Compensation Global Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay.

PRACTICAL COMPONENT:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students must compare and analyze compensation practices in different countries.

- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in manufacturing organization.

COURSE OUTCOMES:

The students 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.

RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012.
- Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.

REFERENCE BOOKS:

- Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
- Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education.
- Compensation Management, ErSoniShyam Singh, Excel Books.

CO-PO MAPPING

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

LAERNING AND DEVELOPMENT

Semester	III	CIE Marks	: 40
Course Code	18MBAHR304	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

COURSE OBJECTIVES:

1. To enable students to be aware of the field of learning and development and its role in optimizing performance.
2. To make students understand the process of analyzing training needs and evaluating training programs.
3. To provide the students an overview of the various Training and Management Development Method.

Unit 1: (6 Hours)

Introduction to Employee learning and Development, learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories-Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.

Unit 2: (6 Hours)

Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer.

Unit 3: (6 Hours)

Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities,

Unit 4: (8 Hours)

Training implementation & Methods: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer.

Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods.

Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.

Unit 5: (7 Hours)

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity.

Unit 6: (6 Hours)

Executive Development/ Management Development/ Career Management.

Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training.

Careers and Career Management: Introduction, Importance.

Career: meaning, A Model of Career Development (Career Stages), Career Management Systems.

PRACTICAL COMPONENTS:

- Study training programs and processes in different organizations and analyze their effectiveness.
- Students to design a training program for a specific job role.
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Implement various training methods, observe and submit a report on its effectiveness.

COURSE OUTCOMES:

1. Understand the concepts of learning and development and its role.
2. Learn various contemporary methods of learning and development.
3. Gain insights of various training evaluation methods and career planning.
4. Develop students with career management systems.

RECOMMENDED BOOKS:

- Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005.
- Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005.
- Employee Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication, 2011, ISBN: 0072436611, 9780072436617.
- Management Training and Development, Gupta B.L, 1st Edition, Vrinda Publications, 2011.

- Training and Development Methods, Dr. Rishipal, 1st Edition, S. Chand, 2011.
- Personal Growth and Training & Development, RuchiSrivastava, 1st Edition, Vrinda Publications, 2011.

REFERENCE BOOKS:

- Training for development– Rolf Lynton &UdaiPareek, Sage Publications, 2011.
- Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.
- Training in organizations - Goldstein, 4th Edition, Cengage learning.

CO-PO MAPPING

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

INDUSTRIAL RELATIONS AND LEGISLATIONS

Semester	III	CIE Marks	: 40
Course Code	18MBAHR305	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.
2. To provide a conceptual basis of Industrial Relations.
3. To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
4. To discuss the various Industrial acts.

PART A: INDUSTRIAL RELATIONS

Unit 1: (6 hours)

Introduction: Background of Industrial Relations - Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India - Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.

Unit 2: (6 Hours)

Collective Bargaining & Negotiation: Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements. Negotiations - Types of Negotiations Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management.

Unit 3: (6 Hours)

Trade Union: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector.

Unit 4: (7 Hours)

Grievance procedure and Discipline management: Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

PRACTICAL COMPONENT:

- Identify different sectors of industries like manufacturing, service, hospitality, health, etc and find out how grievances are redressed and disciplinary procedures are practiced.
- Solve case study of Maruthi Manesar Plant GM (HR) burned to death, 91 workers arrested; Government says business confidence intact. July 19th 2012 incident.
- Students must prepare a comprehensive report of various collective bargaining and negotiations of industries in around the city/local/state/nation/global
- Student must have a debate: trade union is a boon or bane/ trade union issues and challenges/ metamorphosis of trade union

RECOMMENDED BOOKS:

- Employee Relations Management, P N Singh, Singh P. N., - Pearson Publications, 2011.
- Dynamics of Industrial Relations, Mamoria & Mamoria, Himalaya Publications, 2012.
- Human Resource Management Principles & Practice, Aquinas, Vikas Publication.

REFERENCE BOOKS:

- Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004.
- Industrial Relations and labor laws, Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, TMH, 1997.
- Industrial relations, trade unions and labor legislations, P R N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, Pearson Education, 2013, ISBN: 9788131731642.

PART B:

Unit 5: (8 hours)

INDUSTRIAL LEGISLATIONS

Only basic objectives and major provisions of the following legislations:

Factories Act 1948.

Industrial Employment (Standing orders) Act, 1946.

Employees' State Insurance (ESI) Act, 1948.

Maternity Benefit Act, 1961.

Contract Labour Act.

Shops and Establishments Act.

Child Labour (Prohibition & Regulation) Act, 1986.

Industrial Disputes Act of 1947.

Unit 6: (6 Hours)

Minimum Wages Act, 1948.

Payment of Wages Act, 1936.

Payment of Gratuity Act 1972.

Employees' Provident Fund and Miscellaneous Provisions Act 1952.;

Payment of Bonus Act, 1965.

Employees Compensation Act in 2013.

PRACTICAL COMPONENT:

- Students to calculate the bonus amount, gratuity amount, employee compensation eligible to an employee working as a HR Executive for the past 10 years in an automobile manufacturing organization.
- Students must compare Factories Act with Karnataka, Kerala, Tamil Nadu, Maharashtra etc or any other State.
- Students to prepare synopsis of legal cases pending before different courts: subject matter of disputes, case number, court where pending, misconduct, status, claim, department handling, hearing dates etc.

COURSE OUTCOMES:

The students should be able to:

1. Gain the insights of IR concepts and practices to design programs for better industrial relations and peace.
2. Develop the knowledge related to employee-management relations and demonstrate it in solving human resource issues.
3. Enhance necessary critical thinking skills in order to evaluate different labour laws for harmonious employee – management relations.
4. Implementation of various industrial acts to an industry working.

RECOMMENDED BOOKS:

- Labor Laws for Managers, BD Singh, Excel Books, 2009
- Industrial Relations and Labor laws, SC Srivatava, 5th Edition, Vikas Publications.
- Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004.

REFERENCE BOOKS:

- Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004.
- Industrial Relations and labor laws, Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, TMH, 1997.
- Fundamentals of Industrial Relations, Shyam Boregowda Ramu, N K Ramachandra Gowda, Y T Krishna Gowda, New Age International Publications, edition 2018, 2019.

CO-PO MAPPING

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

CONFLICT & NEGOTIATION MANAGEMENT

Semester	III	CIE Marks : 40
Course Code	18MBAHR306	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours : 03
Credits : 04		

Course Objectives:

1. To understand the nature of various dimensions of conflict.
2. To learn various strategies and techniques to manage conflicts.
3. To understand the importance and role of negotiation in conflict resolution.
4. To understand the importance of cross-cultural and gender dimensions of negotiation.

Unit 1: (6 Hours)

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.

Unit 2: (6 Hours)

Conflict Management Design: Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

Unit 3: (7Hours)

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution.

Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

Unit 4: (6 Hours)

Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.

Unit 5: (7Hours)

Negotiations/ Negotiation strategies -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.

Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation.

Unit 6: (7Hours)

Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

PRACTICAL COMPONENTS

- Survey the conflict resolution techniques adopted by individuals based on individual personality types.
- Dividing students into groups and give a scenario to negotiate and reach conclusion.

- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

COURSE OUTCOMES:

1. Understand the concepts of conflict and negotiation and its role .
2. Learn various contemporary methods of conflict and negotiation.
3. Gain insights of various conflict handling mechanisms.
4. Demonstrate the cross-cultural and gender dimensions of negotiation.

RECOMMENDED BOOKS:

- Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
- Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075.
- Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011.

REFERENCE BOOKS:

- Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
- Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
- Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

CO-PO MAPPING

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

GUIDELINES FOR ORGANISATION STUDY

Semester	III	CIE Marks	: 40
Course Code	18MBAOS307	SEE Marks	: 60
Teaching Hours / week (L:T:P)	0-0-8		
Credits : 04			

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 Organisation study shall consist of Study of an organization for 4 credits for 4 weeks.

GENERAL GUIDELINES

- The Organisation study 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 Subject code of the Organisation study shall be 18MBAOS 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. Organisation study carries 100 marks consisting of 40 marks for Organisation study report (evaluated by internal guide) and 60 marks for viva-voce examination. Minimum passing marks of the Organization study is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

Contents of the Organisation study 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 Organisation study 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

- i. Back ground,
- ii. Nature of business,
- iii. Vision mission, quality policy
- iv. Workflow model
- v. Product/service profile
- vi. Ownership pattern
- vii. Achievements/awards if any
- viii. 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 Organization study such as figures, graphs, photographs, Financial statements etc.,

Format of the Organization study : 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 Organization study report shall not exceed 60 pages.

**SEMESTER IV
(MARKETING SPECIALISATION)
SALES MANAGEMENT**

Semester	IV	CIE Marks	: 40
Course Code	18MBAMM401	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 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.

Unit 1: (6 hours)

Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.

Unit 2: (5 hours)

Selling skills & selling strategies: Selling and buying Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-u action.

Unit 3: (6hours)

Management of Sales Territory & Sales Quota: 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.

Unit 4: (8 hours)

Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process-international sales management -international market selection market survey approach or strategy.

Unit 5: (6 hours)

Sales Manager and Sales Person: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person.

Unit 6: (8 hours)

Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.

PRACTICAL COMPONENT:

- 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 the 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.

COURSE OUTCOMES:

Student should be able to

1. Understand and apply the selling techniques in an organisation.
2. Develop a plan for organising, staffing & training sales force.
3. Organise sales territories to maximize selling effectiveness.
4. Evaluate sales management strategies.

RECOMMENDED BOOKS:

- Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
- Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
- Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.

REFERENCE BOOKS:

- Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books, 2007.

- Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas Publishing House.
- Sales Management-Douglas J Dalrymple, William L Crowe- John Wiley & Co.

CO-PO MAPPING

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

INTEGRATED MARKETING COMMUNICATION

Semester	IV	CIE Marks : 40
Course Code	18MBAMM402	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours : 03
Credits : 03		

Course Objectives:

1. To build a comprehensive framework for integrated marketing communications.
2. To the study the advertising, publicity, personal selling, direct marketing and sales promotion.
3. To enhance knowledge of emerging trends in integrated marketing communications.

Unit 1: (8 Hours)

Role of IMC in marketing process, IMC planning model, Marketing and promotion processmodel. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.

Unit 2: (7 Hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

Unit 3: (6 Hours)

Media planning: Developing Media plan, Problems encountered, Media Evaluation Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Unit 4: (6 Hours)

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And DirectMarketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, pushpull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relationstrategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Unit 5: (6 Hours)

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

Unit 6: (6 Hours)

International Advertising: Global environment in advertising, Decision areas in international advertising Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

PRACTICAL COMPONENTS:

- Study the IMC programs adopted by various colleges to students applying for an MBA course? Is the tactic adopted by your college right? If no, what are your suggestions?
- Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles. cold drinks, jeans, mobiles etc.
- Observe a marriage in your family and write about how you would ‘event manage’ it?
- Take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why?
- Students can do a survey on effective media communications.

COURSE OUTCOMES: Student should be able to

1. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
2. Ability to create an integrated marketing communications plan which includes promotional strategies.
3. Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.
4. Prepare advertising copy and design other basic IMC tools.

RECOMMENDED BOOKS:

- Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012.
- Advertising & Integrated Brand Promotion - O’Guinn, Allen, Semenik, Cenage Learning.

REFERENCE BOOKS:

- Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
- Advertising an IMC perspective, S.N.Murthy & U Bhojanna, Excel Books.
- Integrated Marketing Communications – Niraj Kumar, HPH.

CO-PO MAPPING

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

Digital & Social Media Marketing

Semester	IV	CIE Marks	: 40
Course Code	18MBAMM403	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 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.

Unit 1: (6 Hours)

Introduction to digital marketing: Online marketplace analysis: micro-environment, The Internet macro-environment. E-Marketing Plan: Overview of the E-Marketing Planning Process – Creating an E Marketing Plan– A Seven-Step E-Marketing Plan The E-Marketing Environment: Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security – Cyber Crime.

Unit 2 : (7 Hours)

E-Marketing Research: Data Drive Strategy – Marketing Knowledge Management – Monitoring Social Media – Technology-Enabled Approaches – Real-Space Approaches – Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics - Consumer Behaviour Online – Segmentation – Targeting – Differentiation – Positioning Strategies. Data Analytics: Introduction, Key terms and concepts. Working with data. Setting objectives, goals and KPIs. Tracking and collecting data. Analysing data. Advantages and challenges.

Unit 3 : (6 Hours)

E-Marketing Management: Product – Products on Internet – Creating Customer Value Online– Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics.

Unit 4: (8 Hours)

Search Engine Optimisation (SEO) Introduction, Understanding SEO. Search engine friendly website structure. SEO and key phrases. Link popularity. User insights. Benefits and challenges. Content Marketing: Introduction, Key terms and concepts, meaning, Strategic building blocks. Content creation. Advantages and challenges.

Search Advertising: Introduction, Key terms and concepts. Advertising in search. The elements of a search ad. Targeting options. Bidding and ranking for search ads. Tracking. Advantages and challenges.

Online Advertising: Introduction, Key terms and concepts. Types of display adverts. Payment models for display Advertising. Getting your ads online. Targeting and optimising. Step-by-step guide to online Advertising. Advantages and challenges.

Affiliate Marketing: Introduction, Key terms and concepts. The building blocks of affiliate marketing. Setting up a campaign. Advantages and challenges.

Unit 5: (6 Hours)

Customer Acquisition and Retention: Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing – Customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success.

Unit 6: (6 Hours)

Social Media Channels: Introduction, Key terms and concepts, Traditional media vs Social media. Social media channels: Social networking. Content creation, Bookmarking & aggregating and Location & social media. Tracking social media campaigns. Social media marketing: Rules of engagement. Advantages and challenges.

Social Media Strategy: Introduction, Key terms and concepts. Using social media to solve business challenges. Step-by-step guide to creating a social media strategy. Documents and processes. Dealing with opportunities and threats. Step-by-step guide for recovering from an online brand attack. Social media risks and challenges.

COURSE OUTCOMES:

Student should 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. Use social media & create templates.
5. Develop social media strategy's to solve business problems.

RECOMMENDED BOOKS:

- Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.

- https://www.redandyellow.co.za/content/uploads/woocommerce_uploads/2017/10/emarketing_textbook_download.pdf.
- E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013
- Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013

REFERENCE BOOKS:

- The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323
- E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013
- Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, JaicoPublishing House, 2011.

CO-PO MAPPING

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

STRATEGIC BRAND MANAGEMENT

Semester	IV	CIE Marks	: 40
Course Code	18MBAMM404	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 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.

Unit 1: (6 Hours)

Introduction to the concept of Brand Management: Brand –Meaning, Definition, 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.

Unit 2: (7 Hours)

Customer Based Brand Equity: Customer Based Brand Equity-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 Model. 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,

Unit 3: (6 Hours)

Choosing Brand Elements to Build Brand Equity: 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.

Unit 4: (7 Hours)

Brand Value chain- 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.

Unit 5: (6 Hours)

Designing and sustaining branding strategies: 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.

Unit 6: (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 alluxury markets: historical leaders and emerging countries.

PRACTICAL COMPONENTS:

- 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.

COURSE OUTCOMES:

Student should be able to:

1. Develop skills for managing brands strategically.
2. Compare and contrast the elements of product and brand management.
3. Assess growth-opportunities for brands, e.g., brand extension strategies.
4. Critique the different measures of brand equity.

RECOMMENDED BOOKS:

- Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller.
- Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
- Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India.

REFERENCE BOOKS:

- Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003.
- Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press.
- Creating powerful brands – Chernatony, 1/e, Elsevier Publication.

CO-PO MAPPING

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

RURAL MARKETING

Semester	IV	CIE Marks	: 40
Course Code	18MBAMM405	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

Course Objectives:

1. To provide a conceptual understanding on the Rural Marketing with special reference to Indian context.
2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3. To familiarize with the special problems related to sales in rural markets.

Unit 1: (5 Hours)

Introduction to Indian Rural Marketing: Definition, 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.

Unit 2: (6 Hours)

Rural Consumer behaviour: 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.

Unit 3: (6 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.

Unit 4: (5 Hours)

Marketing of agricultural inputs: 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.

Unit 5: (7 Hours)

Marketing of agricultural produce: 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.

Unit 6: (10 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.

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.

COURSE OUTCOMES: The student should 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.

RECOMMENDED BOOKS:

- Rural Marketing - Pradeep Kashyap& Siddhartha Raut, Biztantra.
- Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House.

REFERENCE BOOKS:

- Rural Marketing - Dogra &KarminderGhuman, 1/e, TMH.
- Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.

Agricultural Marketing In India – Acharya , Oxford I B H.

CO-PO MAPPING

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

INTERNATIONAL MARKETING MANAGEMENT

Semester	IV	CIE Marks	: 40
Course Code	18MBAMM406	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 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.

Unit1: (5 hours)

International marketing: Definition – scope and challenges, Reasons and Motivations, Concepts related 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.

Unit2: (7 hours)

International Trade Theories and Market research: 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.

Unit3: Global marketing management (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.

Unit4: International Product Policy (6 hours)

International Product Policy -Products and services for consumers: 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 (8 hours)

International Pricing, Promotion and distribution decision.

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.

Unit-6 India's foreign trade-**(6 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.

CO-PO MAPPING

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

COURSE OUTCOMES:

student should be able to

1. Be aware of the differences between domestic marketing and international marketing.
2. Draft international marketing Strategies.
3. Note down the import export documentation.

RECOMMENDED BOOKS

- International Marketing – Catero, Graham, 15/e, TMH, 2012.
- International Marketing – Varshney, Bhattacharya – S Chand.
- Global marketing management- Warren J.Keegan, 7/e.person.

REFERENCE BOOKS:

- International marketing: analysis and strategy – SakOnkvisit, Johnshaw, 4/e Biztantra.
- International marketing: Rakesh mohan Joshi, Oxford, 2004.
- International marketing: Michael Czinkota, Illka A. Ronkainen, cenage Learning.

SEMESTER IV
(FINANCE SPECIALISATION)
MERGERS, ACQUISITIONS &
CORPORATE RESTRUCTURING

Semester	IV	CIE Marks	: 40
Course Code	18MBAFM401	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 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.

Unit1: **[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).

Unit2: **[5 Hours]**

Merger Process: 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).

Unit3: **[10 Hours]**

Financial Evaluation of M & A: 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).

Unit4: **[10 Hours]**

Accounting aspects of Amalgamation: 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).

Unit5: **[5 Hours]**

Acquisitions/Takeovers: 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-2002 Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory and Problems).

Unit6: **[4 Hours]**

Corporate Restructuring: 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).

Question paper : 60% theory and 40% problems

COURSE OUTCOMES:

At the end of the course, the students will be able to:

1. Understand M&A with its different classifications, strategies, theories, synergy etc.
2. Conduct financial evaluation of M&A

- Analyse the results after evaluation.
- Critically evaluate different types of M&A, takeover and antitakeover strategies.

RECOMMENDED BOOKS:

- Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Rabi Narayan Kar and Minakshi, Taxmanns.
- Mergers and Acquisitions, Sheeba Kapil and Kanwal N. Kapil, Wiley.
- Mergers, Acquisitions and Takeovers, Machiraju H.R., New Age International (P) Ltd., New Delhi 2003.

REFERENCE BOOKS:

- Mergers etal.-Issues, Implications, and Case Law in Corporate Restructuring, Ramanujam S., Tata McGraw Hill Publishing House, 2000.
- Takeovers, Restructuring and Corporate Governance, Weston, Mitchell and Mulherin, 4th Edition, Pearson Education, 2003.

CO-PO MAPPING

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

RISK MANAGEMENT AND INSURANCE

Semester	IV	CIE Marks	: 40
Course Code	18MBAFM402	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

Course Objectives:

- To provide an understanding of different types of risk.
- To provide an understanding of the risk identification and measurement.
- To give an overview of role of Life Insurance in risk management.
- To provide an understanding of general insurance contract.

Unit 1: (5 Hours)

Introduction to Risk Management 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).**

Unit 2: (6 Hours)

Risk Measurement-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).**

Unit 3: (7 Hours)

Introduction to Insurance Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. HedgingTypes of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDAAct 1999. **(Theory).**

Unit 4: (8 Hours)

Life Insurance 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 PaymentParticipation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. **(Theory).**

Unit 5: (7 Hours)

General Insurance-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).**

Unit 6: (6 Hours)

Management of Insurance Companies 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).**

Question Paper: 1000 % Theory

COURSE OUTCOME:

At the end of the course, the students 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.

RECOMMENDED BOOKS

1. Principles of Risk Management and Insurance, George E Rejda, (2009), Twelfth Edition, Pearson, New Delhi.
2. Insurance and Risk Management, P.K. Gupta, (2010), First Edition, Himalaya Publishing House, Mumbai.
3. Introduction to Risk Management and Insurance, Dorfman, Mark S., (2008), 10th Edition, Prentice Hall India, New Delhi.

REFERENCE BOOKS:

1. Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, (2007), Second Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.

2. Principles and Practice of Insurance, P. Periasamy, (2009), Second Edition, Himalaya Publishing House, Mumbai.

3. Risk Management and Insurance, C. Arthur Williams, Jr. Peter Young, Michael Smith, (2007), Eighth Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.

CO-PO MAPPING

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

INDIRECT TAXATION

Semester	IV	CIE Marks : 40
Course Code	18MBAFM403	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours : 03
Credits : 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.

Unit 1: (5 Hours)

Introduction to Goods and Services Tax (GST): 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).**

Unit 2: (8 Hours)

Levy and Collection of Tax: 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).**

Unit 3: (7 Hours)

Time and Value of supply: 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).**

Unit 4: (5 Hours)

Input Tax Credit: 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).**

Unit 5: (9 Hours)

Introduction to Customs Duty. Definitions, 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).**

Unit 6: (5 Hours)

Import and Export Procedure under Customs: 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).**

Question Paper: 60 % Theory 40% problems

COURSE OUTCOME:

At the end of the course, the students are 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.

RECOMMENDED BOOKS:

1. Indirect Taxes Law and practices, V S Datey, Taxmanns
2. GST & Customs Law (University Edition), K.M Bansal, Taxmanns.

REFERENCE BOOKS:

1. Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns
2. Goods & Services Tax (GST) in India, B. Viswanathan UBS Publishers

CO-PO MAPPING

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

INTERNATIONAL FINANCIAL MANAGEMENT

Semester	IV	CIE Marks	: 40
Course Code	18MBAFM404	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 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.

Unit 1: (6 Hours)

International financial Environment- The 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).**

Unit 2: (6Hours)

Foreign Exchange Market: 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 behavior-Cross Rates- Bid – Ask – Spread **(Theory & Problems).**

Unit 3: (8 Hours)

Foreign exchange risk Management: 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).**

Unit 4: (6 Hours)

International Financial Markets and Instruments: 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).**

Unit 5: (7 Hours)

International Parity Relationships & Forecasting Foreign Exchange rate: Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. **(Theory & Problems).**

Unit 6: (6 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).**

Question Paper: 60 % Theory 40% problems. Case preferably from capital budgeting.

COURSE OUTCOMES:

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.

RECOMMENDED BOOKS:

1. International Corporate Finance - Jeff Madura, Cengage Learning, 10/e 2012.
2. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.

REFERENCE BOOKS:

1. International Financial Management – Apte P. G, 6/e, TMH, 2011.
2. International Financial Management – Madhu Vij, Excel Books, 2010.

CO-PO MAPPING

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

FINANCIAL DERIVATIVES

Semester	IV	CIE Marks : 40
Course Code	18MBAFM405	SEE Marks : 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours : 03
Credits : 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.

Unit1: [4 Hours]

An Overview of Financial Derivatives: 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 arbitrageurs)-Derivatives market in India. **(Theory).**

Unit2: [10 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).**

Unit3: [10 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).**

Unit4: [8 Hours]

Financial Swaps: 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).**

Unit5: [3 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).**

Unit6: [4 Hours]

Credit Derivatives and VaR: 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).**

Question paper: 40 %Theory and 60% Problems.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

1. Understand the mechanism of forwards/futures, options, financial swaps, various credit derivatives and VaR with their features, merits and demerits.
2. Assess the application of forwards/futures, options, financial swaps, various credit derivatives and VaR using numerical problems.
3. Application of financial derivatives in risk management.
4. Critically evaluate various financial derivatives.

RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives, John C. Hull, Pearson Education.
2. Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010.
3. Options & Futures- Vohra & Bagri, 2/e, TMH.

REFERENCE BOOKS:

1. Derivatives, Principles and Practice, Sundaram& Das, Mc Graw Hill.
2. Options & Futures –Edwards & Ma, 1/e, McGraw Hill.

CO-PO MAPPING

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

CORPORATE VALUATION

Semester	IV	CIE Marks	: 40
Course Code	18MBAFM406	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 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

Unit 1: (9Hours)

Corporate valuation-an Overview-Context of valuation-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).**

Unit 2: (7 Hours)

Non DCF approaches to valuation: 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 valuation. **(Theory and problems).**

Unit 3: (7 Hours)

Advanced issues in valuation-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).**

Unit 4: (6 Hours)

Strategic financing decisions: Valuation and financing Decisions in ideal capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buy back and valuation. **(Theory).**

Unit 5: (5 Hours)

Leverage decisions, Agency costs of Debt, financial distress, Bankruptcy. Role of Government, securities Markets and financial institutions in IPO valuations and M&As. **(Theory).**

Unit 6: (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).**

Question Paper: 60 % Theory 40% problems.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

1. Understand corporate valuation and valuation process.
2. Familiarize himself with the standard techniques of corporate valuation.
3. Develop analytical skills relevant for corporate evaluation and value based management.
4. Critically evaluate IPOs, M&As, Bankruptcy cases

RECOMMENDED BOOKS

1. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011.
2. AswathDamodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006.

REFERENCE BOOKS

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

CO-PO MAPPING

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

SEMESTER IV

HUMAN RESOURCES SPECIALISATION

PUBLIC RELATIONS

Semester	IV	CIE Marks	: 40
Course Code	18MBAHR401	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

COURSE OBJECTIVES:

1. To provide an understanding of the fundamentals tools of public relations practices.
2. To provide a multidisciplinary understanding of the emerging trends in the field of public relations.
3. To Understand the role of employee communication and organizational change.
4. To Understand the importance of community relations

Unit 1: (6 Hours)

Public Relation: Proactive and Reactive Approaches – Public Relations Process – Behavioural Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – When communications is not enough – 20 great truths about Public Relations.

Unit 2: (6Hours)

Theoretical basis for Public Relations –Theories of Relationships –Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory – Public Relations roles – Models of Public Relations – Approaches to Conflict Resolutions.

Uni 3: (7Hours)

Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication

Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media –controlling internal.

media - Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators.

Case 1: Investing in Employees Pays Off (CJSS).

Case 2: Southwest Airlines – Where Fun, LUV, and Profit Go Hand –in Hand (CJSS).

Unit 4: (6 Hours)

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism.

Case 3: Community Relationships Maintained During Hospital Closing (CJSS).

Unit 5: (7 Hours)

Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations.

Case 4: Fatal Tiger Attack at San Francisco Zoo (LLHT).

Unit 6: (7Hours)

Issues in Public Relations/ Crisis Management – public relations challenges –Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of compromise –Issue Anticipation – Scenario Technique.

Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines.

Case 5: Take your choice – Tobacco or Health (CJSS).

PRACTICAL COMPONENT:

- Related cases for each module to be discussed in the classes and presentation can be done for each case by group of students.
- Team of students can be made and asked to report the media personalities about the event held in the college. Different styles of reporting the same event can be discussed in the class with its possible reactions from the media.
- Collect the newspaper articles about various messages from organizations through spokespersons and analyze the effect of each type of delivery and impact on the audience.
- Conduct a CSR Programme for the college like Blood donation, Eye camps in association with Lions, Rotary clubs etc and gather the information's about various challenges these organizations face during such community oriented programmes.

COURSE OUTCOMES:

1. To demonstrate an understanding of the fundamentals tools of public relations practices.
2. To describe the various emerging trends in the field of public relations.
3. To analyze the importance of employee communication and organizational change.
4. To evaluate the importance of community relations.

RECOMMENDED BOOKS

1. “Public Relations – The Profession and Practice”, Lattimore, Laskin, Heiman & Toth, third edition, Tata McGraw Hill, 2012 (LLHT).
2. “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
3. Public Relations - Paul Baines, John Egan, Frank Jefkins,

Routledge, 3rd edition, 2007, ISBN - 1136370773, 9781136370779.

REFERENCE BOOKS:

1. Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004, ISBN - 1135606080, 9781135606084.
2. Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003, ISBN - 0749440724, 9780749440725.
3. Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

CO-PO MAPPING

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

ORGANIZATIONAL LEADERSHIP

Semester	IV	CIE Marks	: 40
Course Code	18MBAHR402	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

COURSE OBJECTIVES:

1. To make students understand fundamental concepts and principles of organizational leadership.
2. To make students knowledgeable of the theoretical aspects and practical applications of leadership styles in an organization.
3. To make the students understand the basic concepts of leadership traits and ethics underlying leadership behavior besides developing better insights into one’s own self.
4. To make students aware of organizational leadership, Leadership development and succession besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

Unit 1: (6 Hours)

Introduction to Leadership: Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory.

Unit 2: (6 Hours)

Leadership traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory.

Unit 3: (7 Hours)

Leadership behaviour and motivation, and contingency leadership:

Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models,

Leadership continuum theory, Normative leadership theory, Leadership substitute theory.

Unit 4: (6 Hours)

Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet’s team effectiveness leadership model, virtual and self managed teams, the changing role of leadership in self-managed teams.

Unit 5: (7 Hours)

Leader follower relations: Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict.

Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership.

Unit 6: (7 Hours)

Leadership development and succession: Development through self-awareness and self-discipline, Development through education, experience, and mentoring, succession, Leadership development programs, Evaluation of leadership development efforts, Leadership development programs, Evaluation of leadership development efforts, Leadership.

COURSE OUTCOMES:

1. Comprehend & correlate organizational leadership styles which are happening around with fundamental concepts of team leadership.
2. Understand the overview of leadership behavior and motivation in organization.
3. Effectively use their skills for self-grooming on leadership traits and ethics that influences them to effectively work in groups to achieve organizational goals.
4. Demonstrate their acumen in applying their knowledge in organizational leadership and behavioral concept in real

world/situation.

RECOMMENDED BOOKS:

1. Effective Leadership- Lussier/ Achus, Tjird edition, Thomson South Western, 2007.
2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2006.
3. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra, 2007.

REFERENCE BOOKS:

1. Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition.
2. The Leadership Eperience, Richard L Daft, Cengage Learning, 2nd Edition, 2002.
3. Dynamics of leadership, Craig Watson, Jaico Publication.
4. The art of leadership, George Manning and Kent, 2nd edition, Mc- Graw Hill Education.

CO-PO MAPPING

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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Semester	IV	CIE Marks	: 40
Course Code	18MBA HR403	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

Course Objectives:

1. Critically analyse the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations.
2. Compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.
3. Apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments.
4. Critically evaluate the effects of different Human Resource and International Industrial Relations strategies adopted by multinational international organisations operating in various regions of the world.

Unit 1: (5 Hours)

Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies.

Unit 2: (6 Hours)

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures.

Unit 3: (7 Hours)

International Workforce planning and staffing: International

labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues..

Unit 4: (6 Hours)

Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit 5: (7 Hours)

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit 6: (8 Hours)

International Compensation and International Employment Laws and HRIS: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

PRACTICAL COMPONENT:

- Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.
- Visit an MNE organization and study the HR shared services operations performed.
- Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.
- Study and compare Recruitment, Selection and Training practices in various countries.
- Study Indian and US legal aspects involved when deploying an employee on an International Assignment.

COURSE OUTCOME:

At the end of the course students are able to:

1. Analyse the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices.
2. Apply concepts and knowledge in deployment, expatriate on international assignments.
3. Evaluate the effects of different human resource and international industrial relations.
4. Develop students to adopt international industrial relation strategies.

RECOMMENDED BOOKS:

- International Human Resource Management - Peter J. Dowling, Denise E. Welch, Cengage Learning.
- Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e.
- Strategic International Human Resource Management: Choices and Consequences in Multinational People Management - Stephen J. Perkins, Susan M. Shortland – Kogan Page Publishers, 2006.

REFERENCE BOOKS:

- International Human Resource Management: Policies and Practices By Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis, 4/e, 2012.
- International Human Resource Management - Anne-Wil Harzing, Joris Van Ruysseveldt - SAGE, 2004.
- International human resource management: think globally, act locally – Derek Torrington - Prentice Hall, 1994.

CO-PO MAPPING

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

ORGANIZATION CHANGE AND DEVELOPMENT

Semester	I/II	CIE Marks	: 40
Course Code	18MBA HR404	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

Course Objectives:

1. To understand the concepts of change management and to acquire the skills required to manage any change effectively.
2. To understand the various components and constraints involved in Change management.
3. To learn the various tools & techniques for Organization Development.
4. To understand the different OD interventions and its effectiveness.

Unit 1: (6 Hours)

Organizational change- Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Unit 2: (6 Hours)

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Unit 3: (7 Hours)

Organization development- Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Process of Organization Development: Entering into OD relationship, developing a contract.

Unit 4: (6 Hours)

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Unit 5: (7 Hours)

Human Process Interventions: Human process interventions (individual, group and inter-group human relations): Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc., Group based: conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group based: Organization mirroring, third party peacemaking interventions.

Unit 6: (7 Hours)

Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation.

The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD.

PRACTICAL COMPONENT:

- To conduct Force field analysis for MBA department.
- Group activity-Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.

- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analysis.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.
- •Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries. over a period of ten years and submit a report.

COURSE OUTCOMES:

1. Gain insights of change management components, process and its functions.
2. Enable with various OD diagnosing models.
3. Ability to handle various OD interventions.
4. Analyze the role of OD Consultant.

RECOMMENDED BOOKS:

1. Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, Cengage Learning.
2. Understanding the theory and design of organization, Richard L Draft, Cengage Learning.
3. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI.

REFERENCE BOOKS:

1. Management of Organizational Change – K Harigopal – Response BOOKS, 2001.
2. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education.

CO-PO MAPPING

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

STRATEGIC TALENT MANAGEMENT

Semester	IV	CIE Marks	: 40
Course Code	18MBA HR405	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

Course Objectives:

1. To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.
2. To develop a conceptual understanding of the management of talents in the competitive environment.
3. To understand how important is to develop and retain the best talents in the industry.
4. To understand the concepts of competency and its usage in evaluating a person's work.
5. To get an idea about different tools in identifying required competencies in a person.

Unit 1: (7hours)

Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

Unit 2: (5hours)

Talent Planning – Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.

Unit 3: (5 hours)

Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.

Unit 4: (5hours)

Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, how competencies relate to career development and organizational goals.

Unit 5: (8 hours)

Methodology of competency mapping : competency model development, competency models, people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping, competency based interviewing.

Unit 6: (9 hours)

Measuring Performance, Assessment and Development Centre: background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement.

Assessment and Development Centre : concepts, importance and uses of assessments centre in selecting employees, difference between assessment and development centre, assessment centre approach to competence building, profile of the assessors, steps in assessment centre, designing the assessment centre.

PRACTICAL COMPONENTS:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies

followed by the respective companies.

- Discussion on “How to have/ evaluate the performance of the MBA students”.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Presentation by students about the competency directory profiling of various positions.

COURSE OUTCOME:

At the end of the course students are able to:

1. Acquire knowledge and the various challenges of acquisition and retention of talents for competitive advantage of the organization.
2. Gain insights to develop and retain best talents in the industry.
3. Learn the concepts of competency and its usage in evaluating a person’s work.
4. Adhere knowledge in the identified competencies.

RECOMMENDED BOOKS:

- Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018.
- The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
- Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
- A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.

REFERENCE BOOKS:

- The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
- Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS.
- Performance Management – Herman Aguinis, Pearson Education, 2007.

CO-PO MAPPING

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

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Semester	IV	CIE Marks	: 40
Course Code	18MBA HR406	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

Course Objectives:

1. To identify strengths and weaknesses as an individual, as a member of a group/organization using personality types.
2. To understand the concepts of self awareness, self esteem, NLP and Locus of Control.
3. To understand Interpersonal growth and effectiveness.

Unit 1: (7 Hours)

Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states - Id, ego and super ego and defense mechanisms; developing a self improvement plan. Interpersonal Trust: Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self reflection and practicing new behaviors.

Unit 2: (6 Hours)

Understanding Human Personality: Personality – Meaning & Determinants; 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 Personalities; Emotional intelligence – Meaning, Dimensions, and Emotionally intelligent Organizations. Artificial Intelligence. (basic Concept).

Unit 3: (6 Hours)

Attitudes, beliefs, Values and their impact on behavior; Personal change – meaning, nature and requisites. Locus of control. Habit Formation – Habits of personal effectiveness. Seven habits of highly effective people.

Unit 4: (6 Hours)

Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming (NLP). Pedagogy and Androgogy . Adult Learning Process; learning styles and its relatedness to personality development.

Unit 5: (7 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 honoring the commitments.

Unit 6: (7Hours)

Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games; strokes and stamps Experiential learning methodologies: T-group sensitivity training, encounter groups and appreciative enquiry.

PRACTICAL COMPONENT:

1. Conduct transactional analysis activities.
2. Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
3. Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.
4. Students have to undergo psychometric test like MBTI, FIRO-B, Big Five etc ,
5. Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.

COURSE OUTCOMES:

Students will be able to:

1. Understand the components of personal growth for better self actualization in profession as well as personal front.
2. Gain insights of human personality, attitudes, beliefs, values and their impact on individual behavior and to achieve organizational goals.

3. Familiarize the concepts of basic functions of mind to be more creative and innovative.
4. Gain insights in the aspects of interpersonal growth and handling conflicts, managing time, self analysis and transactional analysis.

RECOMMENDED BOOKS:

- Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.
- Human Relations in organizations – Robert N. Lussier, 6/e, McGraw Hill Education.
- Development of Management Skills – Whetten& Cameron, 7/e, PHI.

REFERENCE BOOKS:

- Understanding OB – Udai Pareek, Oxford University Press.
- Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
- Seven habits of highly effective people – Stephen R Covey, Pocket Books.

CO-PO MAPPING

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

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY
SCHEME OF TEACHING AND EXAMINATION
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 15marks. The activities used by the course instructor must be measurable and documented for inspection by VTU.		

Semester End Examination (SEE) conducted for 100marks and converted to 60 marks.

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 Semester SEE, 20% marks shall be allocated to application oriented questions based on practical Components given at the end of each course.

GUIDELINES FOR 6 WEEK PROJECT WORK

Semester	IV	CIE Marks	: 40
Course Code	18MBAPR407	SEE Marks	: 60
Teaching Hours / week (L:T:P) 0-0-12			
Credits : 06			

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 Semester Examinations but before the commencement of the 4th semester classes.
- The Subject code of the project work report shall be 18MBAPR407 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 an 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 inch 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.
- Acknowledgement
- Executive Summary

Schedule to be followed before commencement of Project

Activity	Timeline	Remarks
<ul style="list-style-type: none"> • Identifying the organization • Problem identification 	First week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
<ul style="list-style-type: none"> • 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: It is a three page document or 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	2 nd 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	3 rd week of Project	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)
Analysis and finalization of report	4 th & 5 th 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	6 th week of Project	Final Report should be submitted to the University before one week of the commencement of theory examination

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 1 inch 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, competitors' 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

Annexure relevant to the project such as figures, graphs, photographs etc.,

Formats for Project Report and Evaluation

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

(Title of the Report)

BY

**(Student Name)
(USN)**

Submitted to

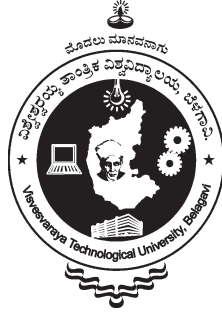
VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

**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)**



**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

Viva-voce Examination

Date:

Signature of Internal Examiner
Name & affiliation

Signature of External Examiner
Name & affiliation

DECLARATION

I, (Student Name), hereby declare that the Project report entitled “(Title)” with reference to “(Organisation 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 Organisation). 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 Six 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:

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Chapter .5 Summary of Findings, suggestions and Conclusion...(Page Number)
Bibliography
Annexure

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Table - 4.2	Graph showing FSN Analysis	
Table - 4.3	Graph showing EOQ	
Table - 4.4	Graph showing stock of Raw materials	