

P E S College Of Engineering, Mandya
(An Autonomous Institution under VTU, Belgaum)
POST GRADUATE DEPARTMENT OF MANAGEMENT STUDIES
Scheme of Teaching & Examination
Master of Business Administration (M B A) 2018

FIRST SEMESTER

SL NO	COURSE CODE	COURSE	CREDIT PETER N L:T:P	TOTAL CREDITS	EXAMINATION MARKS		
					CIE	SEE	TOTAL
1	P18 MBA 11	Accounting For Managers	3:0:0	3	50	50	100
2	P18 MBA 12	Marketing Management	3:0:0	3	50	50	100
3	P18 MBA 13	Management Fundamentals & Organizational Behavior	3:0:0	3	50	50	100
4	P18 MBA 14	Management Information System	3:0:0	3	50	50	100
5	P18 MBA 15	Quantitative Techniques I	3:0:0	3	50	50	100
6	P18 MBA 16	Business Economics	3:0:0	3	50	50	100
7	P18 MBA 17	Business Communication	3:0:1	4	50	50	100
8	P18 MBA18	Seminar	0:0:2	2	50	-	50
TOTAL				24	400	350	750

CIE- Continuous Internal Evaluation

L-Lecture, T-Tutorial, P-Practical

SECOND SEMESTER

	COURSE CODE	COURSE	CREDIT PETTER N L:T:P	TOTAL CREDITS	EXAMINATION MARKS		
					CIE	SEE	TOTAL
1	P18 MBA 21	Financial Management	3:0:0	3	50	50	100
2	P18 MBA 22	Quantitative Techniques II	3:0:0	3	50	50	100
3	P18 MBA 23	Human Resource Management	3:0:0	3	50	50	100
4	P18 MBA 24	Business Research Methods	3:0:0	3	50	50	100
5	P18 MBA 25	International Business Management	3:0:0	3	50	50	100
6	P18 MBA 26	Work Place Ethics	3:0:0	3	50	50	100
7	P18 MBA 27	Corporate Communication	3:0:1	4	50	50	100
8	P18 MBA 28	Seminar	0:0:2	2	50	-	50
TOTAL				24	400	350	750

THIRD SEMESTER

SL NO	COURSE CODE	COURSE	CREDIT PATTERN L:T:P	TOTAL CREDITS	EXAMINATION		
					CIE	MARKS SEE	TOTAL
1	P18 MBA 31	Supply Chain Management	3:0:0	3	50	50	100
2	P18MBA 32	Project Management	3:0:0	3	50	50	100
3	P18 MBA 33	Seminar	0:0:2	2	50	-	50
4	P18MBA34	Computer Lab	0:0:2	2	50	-	50
5	P18MBA EL 1	Elective 1	3:0:0	3	50	50	100
6	P18 MBA EL 2	Elective 2	3:0:0	3	50	50	100
7	P18 MBA EL 3	Elective 3	3:0:0	3	50	50	100
8	P18MBA EL 4	Elective 4	3:0:0	3	50	50	100
TOTAL				22	400	300	700

FINANCIAL MANAGEMENT

P18 MBA EL 1	MBA 3F1	Financial Services and Banking Practices
P18 MBA EL 2	MBA 3F2	Mergers, Acquisitions and Corporate Restructuring
P18 MBA EL 3	MBA 3F3	Advanced Financial Management
P18MBA EL 4	MBA 3F4	Investment Management

MARKETING MANAGEMENT

P18 MBA EL 1	MBA 3M1	Consumer Behaviour
P18 MBA EL 2	MBA 3M2	Service Marketing
P18 MBA EL 3	MBA 3M3	Industrial Marketing
P18 MBA EL 4	MBA 3M4	Rural Marketing

HUMAN RESOURCE MANAGEMENT

P18MBA EL 1	MBA 3H1	Organization Structure, Process & Design
P18 MBA EL 2	MBA 3H2	Legal Environment & Industrial Legislation
P18 MBA EL 3	MBA 3H3	Team Development & Leadership
P18 MBA EL 4	MBA 3H4	Strategic Human Resource Management

DUAL SPECIALIZATION

Marketing & Finance Specialization		Marketing & Human Resource Specialization		Finance & Human Resource Specialization	
MBA 3M1	Consumer Behaviour	MBA 3M1	Consumer Behaviour	MBA 3F1	Financial Services and Banking Practices
MBA 3M2	Service Marketing	MBA 3M2	Service Marketing	MBA 3F2	Mergers, Acquisitions and Corporate Restructuring
MBA 3F1	Financial Services and Banking Practices	MBA 3H1	Organization Structure, Process & Design	MBA 3H1	Organization Structure, Process & Design
MBA 3F2	Mergers, Acquisitions and Corporate Restructuring	MBA 3H2	Legal Environment & Industrial Legislation	MBA 3H2	Legal Environment & Industrial Legislation

FOURTH SEMESTER

SL NO	COURSE CODE	COURSE	CREDIT PATTERN L:T:P	TOTAL CREDITS	EXAMINATION		
					CIE	SEE	TOTAL
1	P18 MBA 41	Entrepreneurship Development	3:0:0	3	50	50	100
3	P18 MBA 42	Project Work-Evaluation	0:0:3	10	-	100	100
4	P18MBA 43	Project Work-Viva Voce	0:0:3	5	-	50	50
5	P18 MBA EL 1	Elective 5	3:0:0	3	50	50	100
6	P18 MBA EL 2	Elective 6	3:0:0	3	50	50	100
7	P18 MBA EL 3	Elective 7	3:0:0	3	50	50	100
8	P18 MBA EL 4	Elective 8	3:0:0	3	50	50	100
TOTAL				30	250	400	650

FINANCIAL MANAGEMENT

P18 MBA EL 5	MBA 4F1	Portfolio Management
P18 MBA EL 6	MBA 4F2	Risk Management
P18 MBA EL 7	MBA 4F3	International Financial Management
P18MBA EL 8	MBA 4F4	Tax Management

MARKETING MANAGEMENT

P18 MBA EL 5	MBA 4M1	International Marketing Management
P18MBA EL 6	MBA 4M2	Strategic Brand Management
P18 MBA EL 7	MBA 4M3	Integrated Marketing Communication
P18 MBA EL 8	MBA 4M4	Retail Management

HUMAN RESOURCE MANAGEMENT

P18 MBA EL 5	MBA 4H1	International Human Resource Management
P18MBA EL 6	MBA 4H2	Organizational Change & Development
P18 MBA EL 7	MBA 4H3	Training & Development
P18 MBA EL 8	MBA 4H4	Personal Growth & Inter personal Effectiveness

DUAL SPECIALIZATION

Marketing & Finance Specialization		Marketing & Human Resource Specialization		Finance & Human Resource Specialization	
MBA 4M1	International Marketing Management	MBA 4M1	International Marketing Management	MBA 4F1	Portfolio Management
MBA 4M2	Strategic Brand Management	MBA 4M2	Strategic Brand Management	MBA 4F2	Risk Management
MBA 4F1	Portfolio Management	MBA 4H1	International Human Resource Management	MBA 4H1	International Human Resource Management
MBA 4F2	Risk Management	MBA 4H2	Organizational Change & Development	MBA 4H2	Organizational Change & Development

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Scheme of Teaching & Examination
Master of Business Administration (M B A) (2018-19)

SL NO	COURSE CODE	COURSE	FIRST SEMESTER		EXAMINATION		
			CREDI T PETTE RN L:T:P	TOTAL CREDI TS	CIE	SEE	TOT AL
1	P18 MBA 11	Accounting For Managers	3:0:0	3	50	50	100
2	P18 MBA 12	Marketing Management	3:0:0	3	50	50	100
3	P18 MBA 13	Management Fundamentals & Organizational Behaviour	3:0:0	3	50	50	100
4	P18 MBA 14	Management Information System	3:0:0	3	50	50	100
5	P18 MBA 15	Quantitative Techniques I	3:0:0	3	50	50	100
6	P18 MBA 16	Business Economics	3:0:0	3	50	50	100
7	P18 MBA 17	Business Communication	3:0:1	4	50	50	100
8	P18 MBA18	Seminar	0:0:2	2	50	-	50
TOTAL				24	400	350	750

CIE- Continuous Internal Evaluation

L-Lecture, T-Tutorial, P-Practical

ACCOUNTING FOR MANAGERS

Course Code: P18MBA 11

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives:

- ✓ To make students understand the basic accounting equation and accounting principles and making them understand the process of preparation of financial statements.
- ✓ To expose students to the tools and techniques of analysing financial statements.
- ✓ To expose students to fundamentals of cost and variable costing
- ✓ To expose student to practical situations involving several cases in order to apply the theoretical concepts in developing suitable strategies for better practices.

Course Outcomes:

- ✓ Student will be able to prepare books of accounts for a given set of business transaction and prepare the Financial Statement of sole trading concerns and companies.
- ✓ Student will be able to Prepare Fund Flow Statement, Cash Flow Statement and calculate various ratios for analysis of financial statements and interpret the financial reports of sole trading concern and companies.
- ✓ student will be able to Demonstrate the understanding of fundamentals of cost and variable costing
- ✓ Student will be able to apply concepts learnt to demonstrate the ability to draw meaningful conclusions about the financial performance of business firms and companies.

Modules	Syllabus Contents	No. of Sessions
1	Basics of Accounting: Introduction to Accounting, Accounting Equations, Accounting Principles (Conventions and Concepts), Users of Accounting and Accounting disclosures, GAAP Vs IFRS. Basics accounting mechanics, Journal – Subsidiary Books (theory only) – Ledger - Trial Balance. Depreciation-Straight line and Written Down method. (13-130, Text Book)	10Hours
2	Preparations of Financial Statement: Preparations of final accounts of sole trading concern in horizontal format and companies (excluding partnership) in vertical format vertical form of Financial statements. (Basic problems Final Accounts).(131-173 Text Book 2)	10 Hours
3	Analysis of Financial Statements- Fund Flow and Cash Flow Statement: Fund flow statement – Preparations of Fund Flow and Cash flow statement (AS3)– Determining the sources and uses of cash. (174-234, Text book 2)	11 Hours
4	Ratio Analysis: Analysis of Financial performance of a firm through Ratio analysis – Liquidity ratios, Leverage ratios, Activity ratio and Profitability ratios - Inter firm and Intra firm comparisons and Do Pont analysis. (235-269, Text book 2)	10 Hours

5	<p>Cost Management:Cost Overview- concept & classification of costs- cost analysis for management decision making, Preparation of Cost Sheets (simple problems to understand the different heads of Cost Sheet).</p> <p>Variable costing: Concept of variable (Marginal) costing, advantage of variable costing. Cost-volume – profit (CVP) Relationship: Profit planning- behaviour of expenses in relation to volume. CVP model- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model- Utility of the Model in Management Decision Making (only theory). Simple Problems on BEP analysis including Margin of Safety and Profit planning.</p>	11 Hours
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Related case studies to be discussed.

Text Books

1. Financial accounting a managerial perspective – R. Narayanaswamy – PHI, 3/e, 2009
2. Accounting for Management – Dr. JawaharLal – Himalaya Publishing House – 4/e, 2008
3. IFRS: A Practical Approach, Jasmine Kaur, McGraw Hill.

References

- Bhattacharya-Accounting for Managers-Vikas Publications, 3/e, 2009
- S.N. Maheshwari& S.K. Maheshwari – Introduction to Accountancy – Vikas Publications, 3/e, 2008
- Financial Accounting for Management: An Analytical Perspective –Ambrish Gupta, 1/e, Pearson Education.
- Introduction to Financial Statement Analysis – Ashish K Bhattacharya, Elsevier India
- Accounting for Managers: Text & Cases - Bhattacharya, 3/e, Vikas Publications, 2004.
- Financial Accounting for Business Managers - Ashish K. Bhattacharya, 2/e, PHI, 2005.
- Financial Accounting – Raman B. S, Vol I &Vol II, United Publishers,1/e, 2009.
- Financial Accounting (IFRS update)– Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.
- Essentials of Financial Accounting (Based on IFRS), Bhattacharya,3/e, Prentice Hall India.
- Comdex (Computer and Financial Accounting with Tally 9.0Course Kit), Dream Tech.

MARKETING MANAGEMENT

Course Code: P18MBA 12

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours Per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives:

- ✓ To know the students on the cutting edge of knowledge in making strong and actionable recommendations to managements in the field of marketing.
- ✓ To provide basic understanding of fundamentals of marketing management, consumer behaviour and the bases of market segmentation.
- ✓ To provide a basic concepts of pricing strategies and channel of distribution
- ✓ To provide practical framework for strategic planning and controlling of marketing communication programs.

Course Outcomes:

- ✓ Appreciate the challenges required for effective marketing management
- ✓ Understand and apply the tools and techniques used in marketing management
- ✓ Anticipate marketing and sales problems and issues common in the modern workplace.
- ✓ Increase overall knowledge of marketing management concepts and practices.

Modules	Syllabus Contents	No. of Sessions
1	Defining Marketing for the New Realities. The value of marketing, The Scope of marketing – products, services and experiences etc. Value and satisfaction, Impressions and engagement and transactions and relationships. Company orientation toward the marketplace, The marketing environment: The company's microenvironment, The company's macro environment, The marketing research process and marketing information system Buying Behavior Analysis: Consumer Markets: Models of consumer behavior, Characteristics affecting consumer behaviour, Consumer decision process, Types of buying decision behavior, The buyer decision making process, The buyer decision process for new products. Business Markets: Characteristics of business markets. Buying behavior of business market, Consumer buying behavior Vs Business buying behavior (Marketing Management- Kotler & Keller, Chapter 1, 4, 5, 6 & 7 Pg 3, 101, 135, 165 & 201)	12 Hours
2	Market Segmentation, Targeting, Positioning Market segmentation: Levels of market segmentation, Segmenting consumer markets, Segmenting business markets, Developing market segments, Requirements for effective segmentation, Market targeting, Segment strategy, Differentiation, Differentiating markets, Product positioning, Positioning strategies, Selecting the	10 Hours

right competitive advantages, Communicating and delivering the chosen position.

(Marketing Management- Kotler & Keller, Chapter 9, 10 & 11 Pg 265, 297 & 323)

- 3 Product and Branding:** Define product. Levels of product, Product classifications. Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging, Product decisions, Branding strategy, Brand equity, Managing brands, New-product development and product life-cycle strategies: Innovation and new-product development strategy, New-product development process. Organizing for new-product development. Product life-cycle strategies. **10 Hours**
- Marketing services: Nature and characteristics of a service. Defining services and the service mix, Service characteristics, Marketing strategies for service firms, managing service quality, managing service brands, managing product-support services
- Pricing Decisions:** Define price. Factors to consider when setting prices, Internal factors affecting pricing decisions, External factors affecting pricing decisions, General pricing approaches, Cost-based pricing, Value based pricing, Competition-based pricing, New-product pricing strategies, Market-skimming pricing, market-penetration pricing, Product-mix pricing strategies, Price-adjustment strategies, Psychological pricing, Promotional pricing, Geographical pricing, Price changes
(Marketing Management- Kotler & Keller, Chapter 13, 14, 15 & 16 Pg 395, 431, 463 & 499)
- 4 Managing Marketing Channels:** Supply chains and the value delivery network, The nature and importance of marketing channels, How channel members add value, Selecting channel members, Managing and motivating channel members, Evaluating channel members. Conflict, cooperation & Competition. E-commerce and M-commerce marketing practices, Managing retailing and wholesaling **10 Hours**
- Promotion:** Integrated marketing communication strategy, The changing communications environment, The need for integrated marketing communications. A view of the communication process, Steps in developing effective communication. Setting the total promotion budget and mix. Socially responsible marketing communication.
- Advertising: Important decisions in advertising, Setting advertising objectives, Setting the advertising budget, Developing advertising strategy, Evaluating advertising Sales promotion: Rapid growth of sales promotion, Setting sales promotion objectives, Major sales promotion tools, Developing the sales promotion programme. Events and experiences.

(Marketing Management- Kotler & Keller, Chapter 17,18, 19, 20,21 & 22, Pg 535,567, 599,621,647, & 685)

10 Hours

(Marketing Management, Dr. K. Karunakaran, Chapter 16, Pg 239)

Text Books

- ## References

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MANAGEMENT FUNDAMENTALS & ORGANIZATIONAL BEHAVIOR

Course Code: P18MBA 13

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours Per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives: The objective of this course is

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

Course Outcomes: The student will be able to

- ✓ Demonstrate their conceptual skills understanding and application of principles and functions of management and to enable students basic understanding of dynamics of OB
- ✓ Evaluate the global context for taking managerial actions of planning, Organizing and Controlling and application of concepts of planning like MBO and Managerial decision making.
- ✓ The Student will demonstrate ability to analyze predicting and to control behavior of people at work for organization effectiveness.
- ✓ Students to develop skills and ability to motivate and work in groups to achieve organizational goals.

Modules	Syllabus Contents	No. of Sessions
1	Management Development : Management as a process of achieving objectives through the functions of planning, organizing, co-coordinating, directing and controlling; P34-37 Mintzberg interpersonal, informational and decisional roles; P33-34 , levels of management; P38-39 Evolution of Management Thought : Scientific Management and the work of F W Taylor; P58-62 Administrative Management and Henry Fayol; P62-67,Max Weber's Ideal Bureaucracy;P56-58 The Hawthorne Studies;P71-76 McGregor's Theory X and Y ;P577-578, Recent Trends in Management.	10 Hours
2	Management Functions: All the Functions of Management & its Processes: Planning, P111-128 Organizing, P291-301 Co-coordinating, P97-106 Directing P541-545 And controlling functions; P711-724, decision making, process of decision making, types of decisions, techniques in decision making. The External Environment and Primary Stakeholders; P194-209 SWOT and	10 Hours

PEST Analysis; P195, P94-209

- 3 Mission and Policy Statements; P142-144, P191, P168-174, **8 Hours**
Management by Objectives (MBO); P150-158; P128 Strategy and
the Strategic Process; P215-245.
Management Structure: Forms of Organization .Organization
structures: line, line and staff: P435-450. Functional P439-441
Divisional and Matrix P330-345; Virtual organization, Boundary
less organization, Span of control: organizational charts; the
concepts of authority:P298-299 P294,396,& P399,426.
Centralization and decentralizations: P64,418,
- 4 **Organizational Behaviour:** Introduction, definition, contributing **12 Hours**
disciplines, challenges and opportunities,Basic OB Model (PGA1-
30)**Foundations of Individual Behaviour:** Individual behaviour:
Foundations of individualbehaviour. Ability: Intellectual abilities,
Physical ability.**Values:** Nature & Types of values. **Attitude:**
Formation, components of attitudes, relation. Job related attitude.
(PGA77-86),**Perception:** Process of perception, factors influencing
perception, Perceptual Process (PA 59-66).**Personality:** Meaning,
formation, determinants. Major Personality Attributes Influencing
OB (PGA 42-45)
- 5 **Motivation:** Importance of motivation Motivational factors **12 Hours**
Meaning, theories of motivation –Maslow’s needs theory, two
factor theory, Theory X and Y. Applications for motivating
employees (Text Book 2 SPB Pg 1193)**Leadership:** Meaning, types
of leadership styles- autocratic, democratic, laissez faire,
parentalistic, Transactional and Transformational Leadership
(Shane366-372)**Group Behaviour:** Definition, types, formation of
groups. Determinants of group behaviour (Shane 275-321)
Organizational Power & Politics

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Text Books

1. Management-Concepts and Cases-V.S.P.Rao& V Hari Krishna
Excel Books, 2/e, 2008
2. Organizational Behaviour - Stephen P Robbins, Timothy A.
Judge, SeemaSanghi-
Pearson Education, 13th Edition, 2010
3. Organizational Behavior – PG Aquinas. Excel Books

References

- Organization Behaviour-Sтивен L Mc Shane, Mary Ann Von
Gilnow and Radha R, Sharma, TMH, 3rd Edition, 2006
- Principles & Practice Of Management-L.M.Prasad.
- Essentials of Management-Koontz, 8/e, McGraw Hill
- Organization Behaviour – Ashwathappa, Himalaya Publication
House

- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.
- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012

MANAGEMENT INFORMATION SYSTEM

Course Code: P18MBA 14

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours Per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives:

- ✓ To make students understand the concept of information technology importance in today's corporate world.
- ✓ To create awareness about various Applications available and its usages for excel the service in corporate sector.
- ✓ To create awareness about role of MIS and its contributions to Corporate
- ✓ To make students understand Role of Computers/Social science software contributions. .

Course Outcomes:

- ✓ The Student will be able to understand the importance of Information technology
- ✓ Students will develop insights into technology and investigate its impact on Business.
- ✓ Students will be able to understand Various Measures of Technology available in corporate world.
- ✓ The Student will be capable of understanding how creativity and innovative Technology help to find a solution to problems.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to MIS Concepts , Roles, Impacts, MIS & its users, Management as Control systems, MIS support to Organization Effectiveness, MIS for E- business Digital Firms – E-Commerce, E – Communication, E-Collaborations, Real Time Enterprise, MIS:Strategic Business Planning , concept of Corporate planning, Essentiality of strategic Planning, Balance Score card, Score Card & Dash Board, Security Challenges in E- Enterprises, Impacts of Information Technology on society. W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004 [Text book 1, Page no 03 to 132]	10Hours
2	Basis of MIS: Decision Making Concepts –Process- Decision Analysis By Analysis Modelling- Information concepts, methods of Data collections –Knowledge Management Systems- Business intelligence – System Engineering Concepts – Handling system Complexity ,General model Of MIS – system development Models –Object oriented Analysis, Development & Implementation of MIS – Strategic Design of MIS , Development Process Steps For Strategic Design of MIS, Business Processes Re- Engineering(BRP)	10 Hours

- W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004[Text book 1, Page no 147 to 370]
- 3 **Application of MIS:**Application in Manufacturing – Personnel Management – Financial Management – Production Management - Raw Material Management – Marketing Management, Applications in service Sector ,**Service Concept** DSS & knowledge Management Concepts – GDSS, Knowledge based Expert Systems – Enterprise Management systems, **ERP Models** –ERP Implementation, SCM & CRM conceptsW. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004[Text book 1, Page no. 383 to 530] **11 Hours**
- 4 **Functional Business Systems:** Introduction, Database & Enterprise Management Concepts, Data Base Models, Data Base Design, conceptual model, physical models – **Data Independent** ,Data Architecture, RDBMS,MIS AND RDBMS, Structured Query Language (SQL) Fourth Generation Language (4GL) Current Development in Data bases Artificial intelligence & Its Components, **System Analysis Design** – Systems Development Life Cycle ,Requirement analysis & specifications – Feasibility Analysis & Reports. **10 Hours**
- MIS- S. Sadagopan, PHI, 1/e, 2005[Text book2 ,page no 84 to 184]**
- 5 **Information technology Infrastructure:**Introduction, data processing, transaction processing, application Processing ,information system processing, TQM of IS, introduction network, network topology, data communication, Data & Clint Service Architecture RDBMS, Data Ware House, Introduction to E-business, models of E-business, internet and World Wide Web (WWW), Intranet and extranet, Security in E-business, electronic payment system ,Impact of web on strategic management, web enabled business management, MIS in web environment. **W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004[Text book 1,page no 557 to 733]** **11Hours**

Case Studies in Indian Context only

Text Books

1. Management Information Systems, W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004
2. Management Information Systems, S. Sadagopan, PHI, 1/e, 2005

References

1. Introduction to Information System, James A. O' Brien, Tata McGraw Hill, 12th Edition, 2007
2. Management Information Systems, Iffy Oz, Thomson Course Technology, 3/e, 2003
3. Management Information Systems, Kenneth J Loudon, Jane P. Loudon, Pearson/PHI, 10/e, 2007

QUANTITATIVE TECHNIQUES I

Course Code: P18MBA 15

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives:

- ✓ To make students aware of the fundamental concepts of data collection, classification, tabulation and diagrammatic representation.
- ✓ To make students proficient in the use of descriptive statistical tools.
- ✓ To develop students skills in the use of techniques of correlation and regression.
- ✓ To make students to understand forecasting technique using time series analysis.
- ✓ To make students aware of the usages of Index numbers.

Course Outcomes:

- ✓ The student will be able to collect, classify and tabulate data and to present data using charts, graphs and tables
- ✓ The student will be able to demonstrate the use of descriptive statistical tools
- ✓ The student will be able to demonstrate the use of Correlation and Regression.
- ✓ The student will be able to forecast using forecasting techniques like Time Series Techniques.
- ✓ The student will be able to understand the scope of Index Numbers.

Modules	Syllabus Contents	No. of Sessions 10 Hours
1	Introduction to Statistics Definition of Statistics – Importance and Scope of Statistics - Functions of Statistics - Limitations of Statistics – Distrust of Statistics. Statistical Data: Primary and Secondary Data – Sources of Data – Types of Data, Classification of Data, Frequency Distribution. Diagrammatic and Graphic Representation. Tabulation -Types of Tables- Construction of One Way and Two Way Tables. (Chapter 1 & 2 from J K Sharma)	10 Hours
2	Measures of Central Tendency Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode (No Grouping Table Method). Partition Values: Quartiles, Deciles and Percentiles - Comparison of the various Measures of Central Tendencies. (Chapter 3 from J K Sharma).	10 Hours
3	Measures of Dispersion Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance Skewness: Relative Measures of Skewness- Karl- Pearson, Bowley, Kelly, Co-Efficient of Skewness. (Chapter 4 & 5 from J K Sharma)	10 Hours

Correlation And Regression 12 Hours

Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation (One Way Table Only), Rank Correlation. Coefficient of Determination.

Regression- Simple Linear Regression: Simple Linear Regression,

Least Squares Method. (Chapter 13 & 14 from J K Sharma)

Time Series Analysis & Index Numbers 10 Hours

Time Series analysis- Introduction, Objectives of Time Series, Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation. Methods of estimating Trend, Problems on Calculation of Trend Estimation & Moving Average only. (Chapter 16 from J K Sharma).

Index Number: Introduction, uses of IN, Classification of IN. Price Relative – Simple Price Index & Aggregate Price Index – weighted Price Relative Index using Laspeyre's, Paasche's, Fisher's, Drobish & Bowley's & Marshal Edworth's methods. (Chapter 17 from J K Sharma)

Lab sessions to learn all the above statistical techniques using Excel.

Text Books

1. Business Statistics, J.K.Sharma, Pearson Education, Second Edition 2008.
2. Complete Business Statistics 6/e, Aczel And Sounderpandian, Tata-Mcgraw Hill, 2006

References

- Statistics For Business And Economics”, Anderson, Sweeney, William, Thomson Publishing, 9/E, 2007
- Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2002
- Fundamentals Of Statistics, S. C. Gupta, Himalaya Publishing House, 6/E, 2004

BUSINESS ECONOMICS

Course Code: P18MBA 16

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours Per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives:

- ✓ To make students understand the concept of Managerial economics.
- ✓ To create awareness regarding the Indian Economic Environment.
- ✓ To create the cost awareness of different Market.
- ✓ To make students understand Macro economic environment concepts.

Course Outcomes:

- ✓ The Student will be able to understand how to apply economics to solving business problems.
- ✓ Students will develop insights into Indian Economic Environment and its impact on Business.
- ✓ Students will be able to understand the cost of production.
- ✓ The Student will be able to demonstrate understanding of Macro Economic factors affecting business.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to Managerial Economics: Nature and scope of managerial economics. Role and responsibilities of managerial economist. Objectives of business firms, measurement of profit (accounting & economic profits). Fundamental concepts used in business decision -Opportunity cost, Incremental cost, Time perspective, Discounting and Equi - marginal principles. (Managerial Economics D N Dwivedi pg 7-48)	8 Hours
2	Demand analysis: Concept of demand, Individual and market demand, Demand function, Law of demand, Determinants of demand, Elasticity of demand-Price, Income, Cross and Promotional elasticity of demand. Supply Analysis: Concept of supply, Determinants of supply, Law of supply, Elasticity of supply. Production and cost analysis: Basic concepts, Production function, Short run-Law of Variable returns to scale & long run- Law of returns to scale, least cost combination, Revenue analysis. (Managerial Economics D N Dwivedi pg.158-265)	13 Hours
3	Pricing Decision: Market structure, Features of perfect competition, Price and output determination: Monopoly, Pricing under monopoly, Price discrimination. Oligopoly, Feature, kinked demand curve, Monopolistic competition, Pricing under monopolistic competition. Profit: Theories of profit. Determinants of short term and long term profits. Classification measurement of profit. Break even analysis – Meaning, Determinants of BEA, Limitations, Uses of BEA in managerial decisions. (Managerial Economics D N Dwivedi pg.265-300)	10 Hours

Economics D N Dwivedi pg 315,316,317,323,334,338,345)

- 4 Introduction to Macro Economics:** Meaning, nature and scope. **12 Hours**
Flow Model of the economy – Introduction, Circular Flows in a simple Economy Model. **National Income:** Basic concepts, Measures of National Income, Methods of measuring national Income, Measurements of National Income in India. **Business Cycle** - Features, Phases. **Economic Growth:** Introduction, Meaning of economic growth, determinants of economic growth.
(**Managerial Economics D N Dwivedi pg 447-506**)
- 5 Money & banking:** Concept of Money & Banking, Money supply, **09 Hours**
Role & functions of RBI. (**Managerial Economics M C vaish**).
Inflation: Introduction, definition, methods of measuring inflation, kinds of inflation, theories of inflation, policy measure to control to control inflation (Monetary measures, fiscal measures, price and wage control, indexation)(**Managerial Economics Pg 533-555 D N Dwivedi**)

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Text Books

3. D N Dwivedi Managerial Economics, 7thed, Vikas Publication, 2005
4. Economic Environment of Business – Misra S. K & Puri V. K. , 6/e, Himalaya publishing house, 2010.

References

- Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, 2010.
- Managerial Economics : H .Craig Peterson , W. Chris lewis, Sudhir K Jain.
- Managerial Economics – Varshney & Maheshwari – Sultanchand, 2003
- Indian Economy – Datt and Sundharam, 64th Edition, S Chand,
- Macro Economics: Theory and Policy – Vanitha Agarwal, 1/e, Pearson, 2010.

BUSINESS COMMUNICATION

Course Code: P18MBA17

CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:1 = 4

SEE: 50 Marks

No. of Hours Per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: This course will help to

- ✓ Learn the importance and fundamentals of business communication.
- ✓ Adopt the practice of listening and case method of learning (solving).
- ✓ Know the importance and effectiveness of non-verbal communication
- ✓ Adopt the practice of preparing business letter

Course Outcomes: On completion of this course student will have improved ability to

- ✓ Describe basics of written and oral communication
- ✓ Prepare business letters, and adopt case method of learning
- ✓ Exhibit understanding by analyzing any given business situations

Modules	Syllabus Contents	No. of Sessions
1	COMMUNICATION IN THE WORKPLACE 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	10 hrs
2	BUSINESS LANGUAGE SKILLS I - LISTENING AND NON-VERBAL COMMUNICATION The process of Listening - Approaches to listening, How to be a better listener, Barriers, Introduction to non verbal communication, Characteristics, Classifications, Advantages of non-verbal communication	09 hrs
3	BUSINESS LANGUAGE SKILLS II – ORAL COMMUNICATION -Meaning – Principles of successful oral communication – Choosing the form of communication – effectiveness of oral communication –Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication.- Oral communication, what is oral communication, principles of successful oral communication, barriers, effectiveness of oral communication.	11 hrs
4	FUNDAMENTALS OF BUSINESS WRITING: ESSENCE OF WRITING Art of writing, Purpose of writing, Importance - clarity in writing - principles of effective writing - approaching the writing process systematically: The 3X3 writing process for business	12 hrs

communication: Pre writing - Writing - Revising -Coherence.

BUSINESS WRITING

Business letters: Structure and Layout of letters –Meaning of routine, pleasant, unpleasant and persuasive letters – Writing routine, pleasant, unpleasant and persuasive letters –Memos.

5

CASE METHOD ANALYSIS

10hrs

Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioral, Decision, Strategy) – Analyzing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study.

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Text Books

- 1.Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education, 2011
- 2.Business Communication: Process And Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002. 3. Communication – Rayudu C. S, HPH.

References

- Business Communication – Lesikar, Flatley, Rentz&Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
- Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

Hands on Experience:

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service.
- Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.

P E S College Of Engineering, Mandya
(An Autonomous Institution under VTU, Belgaum)
POST GRADUATE DEPARTMENT OF MANAGEMENT STUDIES
Scheme of Teaching & Examination
Master of Business Administration (M B A) - 2018

SECOND SEMESTER

SL NO	COURSE CODE	COURSE	CREDIT PETER N L:T:P	TOTAL CREDITS	EXAMINATION		
					CIE	SEE	TOTAL
1	P18 MBA 21	Financial Management	3:0:0	3	50	50	100
2	P18 MBA 22	Quantitative Techniques II	3:0:0	3	50	50	100
3	P18 MBA 23	Human Resource Management	3:0:0	3	50	50	100
4	P18 MBA 24	Business Research Methods	3:0:0	3	50	50	100
5	P18 MBA 25	International Business Management	3:0:0	3	50	50	100
6	P18 MBA 26	Work Place Ethics	3:0:0	3	50	50	100
7	P18 MBA 27	Corporate Communication	3:0:1	4	50	50	100
8	P18 MBA 28	Seminar	0:0:2	2	50	-	50
TOTAL				24	400	350	750

FINANCIAL MANAGEMENT

Course Code: P18MBA21

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives:

- ✓ To make students understand the nature of financial management, its objectives, its scope.
- ✓ To make the student aware of financial system & its functions. To make them understand the various financial markets and its scope.
- ✓ To make the students learn the usage of time value of money and risk-return analysis.
- ✓ To make students understand the various sources of long term capital, the role of Cost of Capital in decision making and its calculation.
- ✓ To make students understand the nuances of investment decision, project evaluation techniques.
- ✓ To expose the students to the importance of working capital management and make them learn to estimate the working capital needs of firms.

Course Outcomes:

- ✓ The student will exhibit the conceptual understanding of various functions of financial management to achieve its objectives.
- ✓ The student will be in the position to evaluate the value of money during different time period. They will also exhibit the basic knowledge on risk and return analysis.
- ✓ The student will be able demonstrate the understanding of various sources of funds in the market and will be able to estimate cost of capital.
- ✓ The student will be able to evaluate capital budgeting.
- ✓ The student will be able to determine the working capital requirements.

Modules	Syllabus Contents	No. of Sessions
1	FINANCIAL MANAGEMENT Financial Management – Introduction to finance, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Indian Financial system - its functions and structure. Financial Market— Segments of Financial markets - Capital Market & Money Market in India, & its instruments. Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private Equity, Warrants and Convertibles (Theory Only) Emerging Issues in Financial Management: Mergers and Acquisitions, Behavioural Finance, Financial Engineering. (Theory Only) (Page no. 1-38 from Text Book 1 & Page no. 435-445 from Prasanna Chandra).	10 Hours
2	TIME VALUE OF MONEY	10 Hours

	Time value of money –Future value of single cash flow & annuity, Intra Year Compounding, Concept of Doubling Period-Rule 69 & Rule 72, Effective Rate Versus Stated rate. Present value of single cash flow, annuity & perpetuity, Preparation of Loan Amortization Schedule. (Page no. 133-163 from Prasanna Chandra)	
3	COST OF CAPITAL 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 using Book Value & Market Value as Base. (Page no. 367-385 from Text Book 1)	12 Hours
4	INVESTMENT DECISIONS Investment Decisions - 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, conflict between NPV and Capital Rationing. (Page no. 279-300 from Text Book 1)	12 Hours
5	WORKING CAPITAL MANAGEMENT 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 using absolute cash cost basis. (Does not include Cash, Inventory & Receivables Management) (Page no. 655-670 from Text Book 1)	08 Hours

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Text Books

1. Prasanna Chandra: Financial Management (TMH), 7/e, 2009
2. I.M. Pandey – Financial Management (Vikas), 10/e, 2010

References

- M.Y. Khan & P.K. Jain – Financial Management (TMH), 7/e, 2009
- Corporate Finance – Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe, Ram Kumar Kakani, 8/e, 2010.

QUANTITATIVE TECHNIQUES II

Course Code: P18MBA22CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours Per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To introduce the concept of Probability and Probability Distribution.
- ✓ To introduce the Operations Research as a discipline to students.
- ✓ To provide basic understanding of Linear Programming Problem and its application in management
- ✓ To bring out the concept and applications of Transportation and Assignment to students.
- ✓ To provide fundamental understanding of Queuing system and Game theory in business situations and Monte Carlo method for simulating management systems

Course Outcomes:

- ✓ Demonstrate ability to use LPP for better decision-making process.
- ✓ Demonstrate ability to use Transportation and Assignment models
- ✓ Demonstrate ability to use Queuing and Game theory for developing strategies
- ✓ Demonstrate ability to use simulation models for better decision-making process.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to Probability: Basic definition Events, Sample space and probabilities, Basic rules of probability, Conditional probability(Problems only on conditional probability and Baye's Theorem only) [Text Book 1, Pg. No. 195-232] Discrete Probability distribution- Binomial Probability Distribution-Poisson Probability Distribution- Normal Probability Distribution. [Text Book 1, Pg. No. 233-276]	12 Hours
2	Introduction to operations Research: - Origin, Meaning and definition of Operations Research, Scope, Characteristics and Limitations of Operations Research, Methodology and Models in OR (only Theory). [Text book 2, Pg. No. 1-27] Theory of games:- Terminology; Two person Zerosum game; Solutions to Games; Saddle point, dominance rule, value of the game, mixed strategy, graphical method of solving a game-(2xn) and (mx2)games. [Text book 2, Pg. No.]	09Hours
3	Linear Programming Problem(LPP): LPP-concept, general structure, assumptions and Applications in Management, Problems on Formulation of LPP, Solution of LPP by graphical Method, Formulation of dual of LPP. [Text book 2, Pg. No. 28-70]	11 Hours
4	Transportation Problems : General Structure; various methods of finding initial solution: Maximization and minimization problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution-Modified	11 Hours

Distribution method only. **Assignment Problems:** General Structure; Finding Optimal Solutions; maximization problem, Restrictions on Assignments, Alternate optimal Solutions. [Text book 2, Pg. No.]

- 5** **Queuing Models:** - Introduction; characteristics of queuing models, models for arrival and service times; single Poisson arrival with Exponential service Rate; Applications of queuing models. [Text book 2, Pg. No. 1-27] **09 Hours**

Simulation of Management systems: - Terminology, Process of simulation, Monte Carlo Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation. [Text book 2, Pg. No.]

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Text Books

5. "Business Statistics" by J.K. Sharma, 2/e, Pearson Education, 2009

6. "Operation Research" by J.K. Sharma, 4/e, 2009

References

- Quantitative Techniques for Managerial Decisions-U K srivatsava-New Age International
- "Quantitative techniques in Management", N.D Vohra, Tata McGrahill Publications, 2/e, 2003
- Operations Research: Theory, Methods and Applications - Sharma S. D, KedarNath, Ram Nath & Co.
- Operations Research : An Introduction - Taha H. A, 9/e, PHI
- Introduction to Operations Research - Frederick S. Hillier, Gerald J. Lieberman, 9/e, Tata McGraw-Hill, 2011.
- Operations Research – Kalavathy S, 3/e, Vikas Publishing House.

HUMAN RESOURCE MANAGEMENT

Course Code: P18MBA23

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours Per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Course Objectives:

- ✓ To enable students understand basic concepts and functions of HRM.
- ✓ Concept of HR planning, process, functions of HRP and recruitment policy, techniques and process.
- ✓ To make students aware about various steps involved in Selection, Placement and Induction and providing methods and Performance appraisal.
- ✓ To make them aware about procedure and evaluation in Training and Development.
- ✓ To make students aware about the Career planning bases of Internal and External mobility.
- ✓ To make them aware of the compensation and payroll administrative procedures of organizations.

Course Outcomes:

- ✓ The Student will demonstrate their conceptual understanding of basic concepts and functions of HRM, concept of HR planning, process, functions of HRP and recruitment policy, techniques and process.
- ✓ The students will demonstrate their conceptual knowledge about various steps involved in Selection, Placement and Induction and providing methods, procedure and evaluation in Training and Development
- ✓ The students will demonstrate their conceptual knowledge of Performance appraisal.
- ✓ The students will demonstrate their conceptual skill of Career planning bases of internal and external mobility.
- ✓ The students will demonstrate their conceptual knowledge on compensation and payroll administrative procedures.

Modules	Syllabus Contents	No. of Sessions
1	HRM- Introduction, meaning, definition, nature and scope, objectives of HRM, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, functions of HRM, Organization of HRM, line and staff responsibility, role of HR manager, qualities of HR, HR Manager as a Strategic partner, Opportunities and Challenges in Human Resource Management. <i>Emerging Trends in HRM:</i> Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement and Green HRM. (Text Book Chapter 1-3 Pg 1-57)	10 Hours
2	Job design: definition, factors, approaches, job design options; Job analysis: definition, steps in conducting job analysis, process, benefits of job analysis.	10 Hours

- HR planning:** introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP.
- Recruitment:** definition, objectives, factors affecting recruitment policy, recruitment sources, recruitment techniques, recruitment process. (Text Book Chapter 4-6 Pg 87-123)
- 3 Selection, placement and Induction:** meaning, definition of selection, significance of selection process and organizational relationship, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews, placement and induction. **10 Hours**
- Performance management:** Introduction, meaning, need, purpose, objectives, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360 degree Appraisal, post appraisal feedback. (Text Book Chapter 7-8 Pg 143-167: Text Book Chapter 15 Pg 335)
- 4 Human Resource Development:** Introduction, definition, significance of HRD, HRD functions. **Training and development:** Meaning of Training & Development, importance of training, benefits of training, need and objectives, assessment of training needs, training methods, on-the job and off-the-job training, advantages of training, evaluation of training programme training procedures and final evaluation. **12 Hours**
- Employee mobility: Internal mobility:** Introduction, meaning, different types
- Promotion:** meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy.
- Transfer:** meaning, purpose, types, reasons, benefits.
- Demotion:** meaning, need for demotion policy.
- External mobility:** Introduction, meaning, types. (Text Book Chapter 12 Pg 269: Text Book Chapter 10 Pg 217)
- 5 Compensation & Benefits Administration:** Compensation Management: Introduction, definition, need for sound salary administration, objectives, factors affecting wages/ salary levels, job evaluation, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, pay for performance, Benefits administration, employee welfare and working conditions-statutory and voluntary measures. **10 Hours**
- Industrial Relations-** Overview of IR. (Text Book Chapter 16 Pg 369)

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Text Books

1. Human Resource Management, Text & Cases – VSP Rao, Excel Books, 2005

References

- Human Resource Management – Text & Cases – K. Ashwatappa; 5th Edition, TMH, 2008
- Human Resource Management - Cynthia Fisher, Shaw - Wiley / Biztantra, 5/e, 2005

BUSINESS RESEARCH METHODS

Course Code: P18MBA 24CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours Per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To make students understand the importance of Research in today's corporate world.
- ✓ To create awareness about various Research Methodology and its Techniques available.
- ✓ To create awareness about role of Researcher and his contributions in research work
- ✓ To make students understand Role of Computers/Social science software contributions. .

Course Outcomes:

- ✓ The Student will be able to understand the importance of Research work
- ✓ Students will develop insights into Research and investigation concepts and its impact on Business.
- ✓ Students will be able to understand Various Methods and Techniques available to research work.
- ✓ The Student will be capable of understanding how creativity and innovative Techniques help to find a solution to problems.

Modules	Syllabus Contents	No. of Sessions
1	Research Methodology an introduction: Meaning, objectives, Motives, Types, Approaches, Significances, Research Methods V/s Methodology, Importance of How research is done, Defining The Research Problems: Selecting the Problems, Defining the Problems, Technique involved in Defining a problems, Research Design: Need for Research Design, Features of Good Design , Concept relating to research Design, Sampling Design: Census and sample survey, Selecting sample Procedure, Characteristics of sampling Design, Types of Sampling, How to select random sampling, random sampling from an infinite universe, Complex sampling Designs. (Text Book :1 C.R. Kothari. Page No1-67 Second Edition)	10 Hours
2	Measurement and scaling Techniques: Measurement in research, scales, Sources of error in Measurements, Tests of sound Measurement, Techniques of developing Measurement tools, Meaning of Scaling, classification scale base, Importance of scaling	10 Hours

Techniques, **Methods of Data collection:** Primary data, Observation method, interview method, Questionnaire Methods, Schedules Methods Difference Between questionnaire And schedule, Secondary Data, **Processing and Analysis of Data:** Processing Operations, Problems in Processing , Types of Analysis, Statistics in research, Measuring Central tendency, skewness, Relationship, Simple Regression analysis, Multiple Correlation and Regression.

(Text Book :1 C.R. Kothari. Page No 69-147 Second Edition)

- 3 **Sampling Fundamentals:** Need for sampling, Sampling fundamentals, Sampling Theorem, Sampling Theory, Standard Error, Estimating Population Mean, Population proportion, Sample size and its Determinations, **Testing Hypotheses-1(Parametric or standard Test):**What is hypotheses? Basic concepts of Hypotheses, Flow diagram of Hypotheses Test, Importance of Parametric Test, Testing Means, Difference Between Means, Testing Two related sample, Testing of Proportions, Testing of Comparing variance to Population Variance, Testing of Correlation coefficients, **Chi-Square Test:** Chi-square as a test for comparing variance, Chi-square as Non-parametric Test, Steps involved in applying Chi-square Test. **12 Hours**

(Text Book :1 C.R. Kothari. Page No 152-250 Second Edition)

- 4 **Analysis of Variance and Covariance:** Analysis of variance (ANOVA), what is ANOVA?, The basic Principals of ANOVA technique, Setting up Analysis Of variance table, Short-cut Method for one way ANOVA, Coding Method, Two-way ANOVA, Analysis of Co-variance (ANCOVA) Techniques, **Testing of Hypotheses-2 (Non-Parametric/Distribution free test):**Important Non-Parametric or distribution Free test, Relationship Between Spearman's And Kendall's, Characteristics of distribution-free or Non-Parametric Tests, **Multivariate Analysis Techniques:** Growth of Multivariate Techniques, Characteristics and applications, Classifications of multivariate Techniques, variables in Multivariate Analysis, Multivariate Techniques, Methods of Factor analysis, Rotation in factor Analysis, R- type, Q-type factor Analysis, Path Analysis, **11 Hours**

(Text Book :1 C.R. Kothari. Page No 256-340 Second Edition)

- 5 **Interpretation and Report Writing:** Interpretation Meaning, Why Interpretation? Technique of Interpretation, Precaution in Interpretation, significance of Report writing, Difference steps in writing Report, Layout Of Research Report, Types of Report, Oral Presentation, Mechanics of report writing, precautions of writing Reports, **The Computer and its Role in research:** The Computer and its Technology, Important Characteristics, The binary Number systems, Computer Applications, Computer and Researcher. **09 Hours**

(Text Book :1 C.R. Kothari. Page No 344-371 Second Edition)

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Text Books

1. Research Methodology-C.R. Kothari –Second edition-2008
2. Research Methods- S.N.Murthy/U.Bhojanna- Excel Books/2e/2007.
3. Business Research Methods–Donald R. Cooper & Pamela S Schindler, TMH 9/e, 2007.

References

- Business Research Methods – William G Zikmund-Thomson, 7/e,2003.
- Marketing Research – Naresh K Malhotra – Pearson Education /PHI/5e/2007.
- Marketing research: Text and cases- Rajendra Nargundkar – TMH 2/e, 2004.
- Research Methods – William M C Trochim-Biztantra,2/e, 2007.

INTERNATIONAL BUSINESS MANAGEMENT

Course Code: P18MBA25

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours Per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives:

- ✓ To understand globalization in the Indian economy making decisions in domestic and international business.
- ✓ Help to develop skills in national differences in political economy, legal policies and business ethics in international markets.
- ✓ To develop skills about the global trade and investment environment.

Course Outcomes:

- ✓ Better understanding of importance of International Business Management
- ✓ Better understanding of concepts of International Business Management
- ✓ Designing strategy in business

Modules	Syllabus Contents	No. of Sessions
1	<p>Globalisation – Meaning, the Globalization of markets, the globalization of production, the emergence of global institutions, the changing Demographics of the global economy, the globalization debate, differences between domestic and global business</p> <p>National differences in Political Economy –Introduction, Political systems, Collectivism and individualism, Democracy and totalitarianism, Economic systems, Mixed economy, Legal systems, Different legal systems, Differences in Contract Law, Property rights, The protection of intellectual property, Product safety and product liability, The determinants of economic development, Differences in economic development (International Business - Hill & Jain Chapter 1 & 2 Pg 2 & 44)</p>	12 Hours
2	<p>Differences in Culture –Introduction, culture, values and norms, culture, society, and the nation state, the determinants of culture, social structure, individual and groups, social stratification, religious and ethical systems, Christianity, Islam, Hinduism, Buddhism, Confucianism, language, spoken language, unspoken language, education, culture and the workplace, cultural change</p> <p>Ethics in International Business –Introduction, ethical issues in international business, employment practices, human rights, environmental pollution, corruption, moral obligations, ethical dimensions, the roots of unethical behaviour (International Business - Hill & Jain Chapter 4 & 5 Pg 102 & 141)</p>	10 Hours
3	<p>International Trade Theory: Introduction, an overview of trade theory, the benefits of trade, the pattern of international trade ,trade theory and government policy, mercantilism, absolute advantage, comparative advantage, the gains</p>	10 Hours

of trade, qualifications and assumptions, extension of the Ricardian model, Heckscher-Ohlin theory, the Leontief paradox, the product life cycle theory, evaluating the product life cycle theory, new trade theory, increasing product variety and reducing costs, economics of scale, first –mover advantages and pattern of life, implications of new trade theory, national competitive advantage: Porter’s Diamond-factor endowments, demand conditions, related and supporting industries, firm strategy, structure, and rivalry

The Political Economy of International Trade – Introduction, Instruments of trade policy, tariffs, subsidies, import quotas and voluntary export restraints, antidumping policies, the case for government intervention, political arguments for intervention, economic arguments for intervention, the revised case for free trade, retaliation and trade war, domestic politics, development of the world trading system, from Smith to great depression, the Uruguay round and the world trade organization, WTO: experience to date, the future of the WTO: unresolved issues and the Doha round (International Business - Hill & Jain Chapter 6 & 7 Pg 182 & 226)

4 Regional Economic Integration

10 Hours

Introduction, levels of economic integration, the case for regional integration, the economic case for integration, impediments of integration, the case against regional integration, regional economic integration in Europe, evolution of European union, political structure of European union, the single European act, the establishment of the euro, enlargement of European Union, regional economic integration in the Americas, the north American free trade agreement, the Andean community, Mercosur, central American common market and caricom, free trade areas of the Americas, regional economic integration elsewhere, association of southeast Asian nations, Asia-Pacific economic cooperation, regional trade block in Africa

The Foreign Exchange Market-Introduction, The functions of the foreign exchange market, Currency Conversion, Insuring against Foreign Exchange Risk, The nature of the Foreign Exchange Market, Economic Theories of Exchange Rate Determination, Prices and Exchange Rates, Investor Psychology and Bandwagon Effects (International Business - Hill & Jain Chapter 9 & 10 Pg 297 & 342)

5 The International Monetary Policy

10 Hours

Introduction, the Gold Standard, Mechanics of the Gold Standard, Strengths of the Gold Standard, The period between the wars, 1918-1939, The Bretton Woods System, The Role of the IMF, The Role of the World Bank, The collapse of the Fixed Exchange Rate System, The floating Exchange Rate Regime, The Jamaica Agreement, Exchange Rates Since 1973, Fixed versus, Floating Exchange

Rates, Exchange Rate Regimes in Practice, Pegged Exchange Rates, Currency Boards, Crisis management by the IMF, Financial Crisis of 1985, The Asian Crisis, Evaluating the IMF's Policy Prescriptions

The Strategy of the International Business –Introduction, Strategy and the Firm, Value Creation, Strategic positioning, Operations: The firm as a Value Chain, Global Expansion, profitability, and Profit Growth, Expanding the Market: Leveraging Products and Competencies, Location Economies, Experience Effects, Leveraging Subsidiary skills, Cost pressure and Pressure for Local Responsiveness, Pressuring for Cost Reductions, Pressure for Local Responsiveness, Choosing Strategy, Global Standardization Strategy, Localization Strategy, Transnational, Strategy, International strategy, The Evolution of Strategy

Entry Strategy and Strategic Alliances –Introduction, Basic entry strategies, Entry modes – exporting, turnkey projects, licensing, franchising, joint ventures, and wholly owned subsidiaries, Advantages and disadvantages (International Business - Hill & Jain Chapter 11, 13 & 15 Pg 371, 436, & 508)

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Text Books

1. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global marketplace, Mc Graw-Hill, 10th Edition 2014.
2. P. Subba Rao, International Business-Himalaya Publishing House, 2nd Edition, 2008.

References

- R Srinivasan, International Marketing, PHI, 3rd Edition, 2009.
- Charles W L, Hill Global Business Today, Tata McGraw Hill, 4th Edition, 2005.
- John D Daniels Lee H Radebaugh, International Business: Environments and operations, Addison Wesley.
- Michael R Czinkota, Iikka A Ronkainen, Michael H Mofett: International Business, Thomson South Western, 6th Edition, 2003.
- Anant K Sundaram /J. Stewart Black, the International Business Environment, Prentice Hall.
- Janet Morrison, International Business Environment, Macmillan.

WORKPLACE ETHICS

Course Code: P18MBA 26CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours Per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is:

- ✓ To make students understand the meaning of good ethics, doing things right and the obstacles to making good ethical decisions.
- ✓ To enable students to identify and critically assess the principles and values they personally embrace and use in addressing the ethical issues which arise in their working lives.
- ✓ To acquaint students with some of the major kinds of ethical problems encountered while performing work assignments and some possible ways of responding to them.

Course Outcomes: The students will be:

- ✓ Able to demonstrate the ethical issues inherent in the rapid changes in business.
- ✓ Able to apply general ethical principles to any business.
- ✓ Able to demonstrate basis of corporate governance & Corporate social responsibility
- ✓ Able to analyze any ethical problems in any business practices

Modules	Syllabus Contents	No. of Sessions
1	Introduction Meaning, definition, objectives ,nature, sources of ethics, factors influencing ethics,importance of ethics in business, ethics vs. morals and values,ethical issues in business, an overview of ethics value systems, values for Indian managers, ethics in management,factors influencing business ethics. (Text Book 1, pg. no. 5 – 67)	8 Hours
2	Conducting Professionalism at Workplace: Employee Etiquettes. Benefits of ethics in Workplace- employee commitment, investor loyalty, customer satisfaction, profits. Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behaviours'. Measures to control unethical behaviours. Rewarding ethical behaviour Training in Ethics. (Text Book 1, Pg. No. 145 – 192)	10 Hours
3	CSR and Corporate Governance Ethics in Corporate Social Responsibility: Concept of CSR, Provisions of CSR under New Companies Act 2013. Advantages of CSR, CSR in Indian perspective, Indian examples. Various CSR activates undertaken by Indian corporate. Corporate Governance: Meaning, Definition, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance, The India Model of Corporate Governance- obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation (Text Book 1, Pg199 -234 & 355 – 387)	11 Hours

- 4 Ethics And Business Disciplines – An Overview. 15 Hours**
Ethics in Intellectual Property Rights: Plagiarism etc.
Ethics in Marketing: Pricing Strategies, Advertising, etc.
Ethics in HRM: Discrimination, sexual harassment, Creating awareness about workplace sexual harassment, Vishaka Dutta vs. State of Rajasthan, Work place privacy, Whistle blowing.
Ethics in Finance: Bank Fraud, Fraud in Insurance Sector, etc,(Text Book 2, Pg. No. 192-204, 244– 355)
Information Technology and Ethics: an Overview of Ethics in E–Commerce, BPO, Health Care and Pharma Businesses. (Text Book 1, Pg. No. 415 – 441)
- 5 Teamwork in the Workplace & Ethics: Teams, Elements of team, 08 Hours**
Stages of team development, team meetings, team rules, and teams work and professional responsibility.
Environmental Ethics, Business Ethics and Society, Ethics in Global Business, Broader Ethical Issues in Society – Ecological Concerns , Green Practices and sustainability. (Pg.432 – 455) / Text2 & (Pg. 389 – 398)/ Text 2.

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Text Books

1. Business Ethics – *R.V.BADI & N.V.BADI – Vrinda Publications (P) Ltd*
2. Business Ethics – Text & Cases – *C.S.V.MURTHY – Himalaya Publishing House.*

References

- Perspectives on Business Ethics – *HARMAN, LAURA. P. - Tata McGraw Hill.*
- 2. Ethics in Business Management, Concepts and Cases - Banerjee, R P. – Himalaya Publishing House.
- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.
- Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

CORPORATE COMMUNICATION

Course Code: P18MBA27 CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:1 = 4

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: This course will help to

- ✓ Adopt the practice of preparing business letters, proposals, and reports
- ✓ Understand strategies of Negotiation and importance of employment communication,
- ✓ Know advanced visual support and communication networks available for business presentations
- ✓ Gain exposure to various forms of group communication

Course Outcomes: On completion of this course student will have improved ability to

- ✓ prepare business proposals and report writing
- ✓ apply negotiation strategies, demonstrate the usage of communication networks and adopt employment communication for career growth
- ✓ exhibit understanding by analyzing any given business situations

Modules	Syllabus Contents	No. of Sessions
1	CORPORATE SKILLS Report Writing-Framework for writing a report, types of reports, steps for writing a report, business and technical reports, summer project report. Proposal Writing-Importance of Proposal-Preparation of proposals for - Small scale industry set up - Khadi and Village industry corporation - District Industrial Center - Business Plan presentation.	12 hours
2	CORPORATE SKILLS PRESENTATION - What is a presentation - Elements of presentation - Designing and Delivering a presentation. Advanced visual support for business presentation - Types of visual aid. NEGOTIATION What is a negotiation - Nature and Need for negotiation - Factors affecting negotiation - Stages of negotiation process - Negotiation strategies.	12 hours
3	GROUP COMMUNICATION: Meetings - Planning meetings - Objectives - Participants - Timing - Venue of meetings -Leading meetings. Media management - Press release - Press conference - Media Interviews Seminars - Workshop - Conferences. Business etiquettes.	12 hours
4	INTERVIEW SKILLS Employment Communication: Introduction – Conversation skills - Writing CVs - Cover letters – Group discussions - Interview skills, Video Resume.	08 hours
5	TECHNOLOGY – ENABLED COMMUNICATION Using technology in communication - Networks - Intranet - Internet	08 hours

- e mails - SMS - teleconference - video conferencing.

Case Studies in Indian Context only

Text Books

1. Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
2. Business Communication: Process And Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
3. Communication – Rayudu C. S, HPH

References

- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
- Business Communication – Madhukar R. K, 2/e, Vikas Publishing House

Hands on Experience:

- 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.
- Business etiquettes to be demonstrated in role play by students
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty

P E S College Of Engineering, Mandya
(An Autonomous Institution under VTU, Belgaum)
POST GRADUATE DEPARTMENT OF MANAGEMENT STUDIES
Scheme of Teaching & Examination
Master of Business Administration (M B A) (2018-19)

THIRD SEMESTER

SL NO	COURSE CODE	COURSE	CREDIT PATTERN L:T:P	TOTAL CREDITS	EXAMINATION		
					CIE	SEE	TOTAL
1	P18 MBA 31	Supply Chain Management	3:0:0	3	50	50	100
2	P18MBA 32	Project Management	3:0:0	3	50	50	100
3	P18 MBA 33	Seminar	0:0:2	2	50	-	50
4	P18MBA34	Computer Lab	0:0:2	2	50	-	50
5	P18MBA EL 1	Elective 1	3:0:0	3	50	50	100
6	P18 MBA EL 2	Elective 2	3:0:0	3	50	50	100
7	P18 MBA EL 3	Elective 3	3:0:0	3	50	50	100
8	P18MBA EL 4	Elective 4	3:0:0	3	50	50	100
TOTAL				22	400	300	700

FINANCIAL MANAGEMENT

P18MBA EL 1	MBA 3F1	Financial Services and Banking Practices
P18 MBA EL 2	MBA 3F2	Mergers, Acquisitions and Corporate Restructuring
P18MBA EL 3	MBA 3F3	Advanced Financial Management
P18MBA EL 4	MBA 3F4	Investment Management

MARKETING MANAGEMENT

P18 MBA EL 1	MBA 3M1	Consumer Behaviour
P18 MBA EL 2	MBA 3M2	Service Marketing
P18 MBA EL 3	MBA 3M3	Industrial Marketing
P18 MBA EL 4	MBA 3M4	Rural Marketing

HUMAN RESOURCE MANAGEMENT

P18MBA EL 1	MBA 3H1	Organization Structure, Process & Design
P18 MBA EL 2	MBA 3H2	Legal Environment & Industrial Legislation
P18 MBA EL 3	MBA 3H3	Team Development & Leadership
P18 MBA EL 4	MBA 3H4	Strategic Human Resource Management

SUPPLY CHAIN MANAGEMENT

Course Code: P18MBA 31

CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To make students understand the concept of Supply chain Management.
- ✓ To create awareness regarding the Supply Chain Operations and Its Technology.
- ✓ To impart the understandings of Design for Logistics concepts that are used to control logistics cost and make the supply chain more efficient.
- ✓ To make students understand world class manufacturing concepts.

Course Outcomes:

- ✓ The Student will be able to understand how Supply chain is supportive for enhancing business.
- ✓ Students will develop insights into Supply chain management concepts and its impact on Business.
- ✓ Students will be able to demonstrate the importance of Logistics and Technology in SCM.
- ✓ The Student will be able to understanding how world class manufacturing is impacting on Indian Markets.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to Supply chain: Evolution of Supply chain – objectives – importance Changing business Environment SCM present Needs Conceptual Model Of SCM –SCM Approach Traditional Supply Chain Approach., Modern Supply Chain Approach SCM-decision phases – process view – Competitive and supply chain strategies – achieving strategic fit –Expanding Strategic Scope, Supply chain drivers – framework – facilities – inventory – transportation – information – sourcing – pricing – Obstacle to Achieve Strategic fit. (Supply Chain Management -Rahul v.Alterkar- TB1 P no-1-10 SCM - Sunil Chopra and Peter Meindl TB2 P no 6-11)	8 Hours
2	Operations and Demand management in Supply chain: Introduction of Basic Principals of manufacturing Management & its System ,Role of Production in Business –Mass Production systems ,Lean Manufacturing Agile Manufacturing,	12 Hours

Quick Response Manufacturing (QRM) Key concepts in lean Manufacturing & SCM, Mass Customization, stages of manufacturing, Licensing- service operations management, Service Operations Optimizations, Types of Demand –Forecasting Approach Moving Averages, Customer Order Decoupling Points(CODP), Industries & Their Classification, Supply Chain Strategy Collaborative planning Forecasting Replenishment Concepts(CPFR)(Supply Chain Management -Rahul v.Alterkar- TB1 P no 12-62 & 93-173)

3 Procurement & Logistics Management in Supply Chain:– 10 Hours

Introduction to Purchasing cycle –Types of Purchases –Classification of Purchase Goods & Services –Traditional inventory Management – Inventory Models- Inventory Terminology, **History & evolution of Logistics** –Elements of Logistics Management – Distribution Management – **Distribution Strategies** – Inventory Management – Transportation Management –Fleet management –Containerization Ware Housing –Packing for Logistics –Third party Logistics – Technology Components.

(Supply Chain Management -Rahul v.Alterkar- TB1 P no 176-316)

4 Introduction to world class manufacturing:The Indian scenario 12 Hours

Competitiveness of Indian Manufacturing - Manufacturing Objectives and Strategies - The Manufacturing Strategic Intent Framework - Strategic use of IT in Indian Manufacturing

(Richard J. Schonberger, **World Class Manufacturing: The Lessons of Simplicity Applied**, Collier Macmillan, B S Sahay, K B C Saxena and Ashish Kumar, **World-Class Manufacturing – A Strategic Perspective**, Macmillan, 2009)

5 Leading India Towards World-Class Manufacturing: 10 Hours

Developing Strategic Thinking in Manufacturing - Issues in Strategic Planning for World-Class Manufacturing - Strategic Planning Methodology for World-Class Manufacturing - World-Class Manufacturing Implementing Plan-Performance Measurement System for World-Class Manufacturing.

(Richard J. Schonberger, **World Class Manufacturing: The Lessons of Simplicity Applied**, Collier Macmillan, B S Sahay, K B C Saxena and Ashish Kumar, **World-Class Manufacturing – A Strategic Perspective**, Macmillan, 2009)

Case Studies in Indian Context only

Text Books

7. Supply Chain Management - Rahul v.Alterkar
8. SCM - Sunil Chopra and Peter Meindl
9. Richard J. Schonberger, **World Class Manufacturing: The Lessons of Simplicity Applied**, Collier Macmillan, London
10. B S Sahay, K B C Saxena and Ashish Kumar, **World-Class Manufacturing – A Strategic Perspective**,

References

- Macmillan,
11. Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2007
- Fundamentals of SCM. Dr.Dawei Lu.
 - Supply chain Management text & cases –Janat shah.
 - Supply chain Management –Sarika Kulkarni.
 - Suzaki,K.,The New manufacturing Challenge: Techniques for Continuous Improvement, Free Press, new York.
 - Shigeo Shingo, A Revolution in Manufacturing: The SMED System, Stamford, Conn. Productivity Press

PROJECT MANAGEMENT

Course Code: P18MBA32

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours per Week: 4

Total Numbers of Hours: 52

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hours

Course Objectives: The objective of the course is:

- ✓ To provide the framework of capital budgeting and generation and screening of project ideas
- ✓ To provide knowledge and understanding of market and demand analysis, technical analysis, project risk analysis and financial estimates and projections
- ✓ To expose students to special decision situations, social cost benefit analysis, qualitative analysis and environmental appraisal of projects.
- ✓ To expose student to various means of project financing, project management, network techniques and project review and administrative aspects
- ✓ To appraise the students on the leading practical application oriented relevant and updates case studies.

Course Outcomes: The student will able to:

- ✓ Demonstrate an understanding of various phases of Project Management i.e. planning as well as implementing
- ✓ Demonstrate the use of various tools available for Risk analysis in Capital budgeting to measure the financial feasibility of the project.
- ✓ Demonstrate an understanding of various means of project financing and their merits and demerits
- ✓ Demonstrate a systematic project implementation and review

Modules	Syllabus Contents	No. of Sessions
1	<p>Project Management an Overview: Capital Expenditures-Importance and Difficulties. Phases of Capital Budgeting. [Pg. no. 1.1 – 1.6 – Projects – Prasanna Chandra]</p> <p>Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting.[Pg. no. 2.1 – 2.24 – Projects – Prasanna Chandra]</p> <p>Generation and screening of project ideas: Generation of ideas –monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries. [Pg. no. 3.1 – 3.14 – Projects – Prasanna Chandra]</p> <p>Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey– characterization of the market – demand forecasting – market planning.[Pg. no. 4.1 – 4.25 – Projects – Prasanna Chandra]</p>	09Hours
2	<p>Technical Analysis: Manufacturing Process/Technology-Technical arrangements-Material inputs and Utilities-Product mix-Plant Capacity-Location and Site-Machineries and Equipments-Structures and Civil Works [Pg. no. 5.1 – 5.10 – Projects – Prasanna Chandra]</p> <p>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 – break even points – projected cash flow statement – projected balance sheet.[Pg. no. 6.1 – 6.17 – Projects – Prasanna Chandra]</p> <p>Project cash flows: Basic Principles of Measurement of cash flows –Components of the cash flow streams – Biases in cash flow estimation.[Pg. no. 9.1 – 9.20 – Projects – Prasanna Chandra]</p> <p>Appraisal criteria: Net Present Value – Benefit Cost Ratio – Internal Rate of Returns – Payback Period –Investment Appraisal in Practice.[Pg. no. 8.2 – 8.24 – Projects – Prasanna Chandra]</p>	13 Hours
3	<p>Types and measure of risk– Sensitivity Analysis– Scenario Analysis – Monte Carlo Simulation – Decision Tree Analysis – Selection of Project – Risk Analysis in practice. [Pg. no. 9.1 – 9.22, 11.1 – 11.37 – Projects – Prasanna Chandra]</p> <p>Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirrlees approach to SCBA [Pg. no. 14.1 – 14.21 – Projects – Prasanna Chandra]</p> <p>Environmental appraisal of projects: meaning and scope of</p>	13 Hours

environment – Environmental resources values – environmental impact assessment and environmental impact statement). [Pg. no. 1.1 – 3.16, Appendix C – Projects – Prasanna Chandra]

- 4 Project financing in India:** Means of finance – norms and policies of financial institutions – SEBI guidelines – Sample financing plans – structure of financial institutions in India – schemes of assistance – term loans procedures – project appraisal by financial institutions. **06 Hours**

- 5 Project Management:** Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. [Pg. no. 8.1 – 8.25, 21.1 – 21.21 – Projects – Prasanna Chandra] **11 Hours**

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limited – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling). [Pg. no. 22.1 – 22.29 – Projects – Prasanna Chandra]
Project review and administrative aspects: Initial review – performance evaluation – abandonment analysis – administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization. [Pg. no. 23.1 – 23.18 – Projects – Prasanna Chandra]

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Text Books

1. Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review – TMH, 7/e, 2010.
2. Narendra Singh – Project Management and Control – HPH, 2003

References

- Nicholas – Project Management for Business and Technology: Principles and Practice – Pearson / PHI, 2009.

COMPUTER LAB

Course Code: P18MBA34 CIE: 50 Marks

Credit Pattern: L: T: P = 1:0:1 = 2

Exam Duration: 01 Hours

No. of Hours per Week: 02

Total Numbers of Hours: 26

Course Objectives:

- ✓ To make students aware of usages of MS office.
- ✓ To make the students learn Report Writing using MS Word.
- ✓ To make them learn to prepare Presentations using MS Power Point.
- ✓ To insert knowledge on usage of MS Excel for basic calculations.
- ✓ To make them aware of usage of SPSS software.

Course Outcomes:

- ✓ The students will be aware of uses of MS office.
- ✓ The students will be able to Prepare Report.
- ✓ The Students will be using Power Point to present their reports.
- ✓ The students will be demonstrating their knowledge on MS Excel for all their calculations.
- ✓ They will also be aware of uses of SPSS software.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to Microsoft Office – Uses and applications of MS office. MS office tools-Word, Power Point and Excel.	02Hours
2	MS Word-Report Preparation – Introduction to MS Word, learning practically how to prepare a report in proper format with font size, style, alignment, etc, learn to insert a table, page layout, and other basic formatting.	05 Hours
3	MS Power Point- Introduction to Power Point- learns to use Power Point as a model for Presentations. Learn to insert slide, slide design, animation, pictures and tables, etc.	08 Hours
4	MS Excel- Introduction to Excel- learn to use excel for calculations applying formulae. Learning calculations on finding Sum, Averages, Multiplication, Division, and other statistical models. Learning to insert diagrams/graphs using excel.	08 Hours
5	Emerging trends in usage of software to the field of Research. SPSS –Introduction, understanding its uses and applications. (Theory Only)	03 Hours

Elective 1 FINANCE **FINANCIAL SERVICES AND BANKING PRACTICES**

Course Code: P18MBA3F1CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To introduce the concept of banking, its types & its scope.
- ✓ To enable to students to understand the relationship between banker and customers.
- ✓ To also impart the knowledge on Asset Liability management.
- ✓ To explain about financial services including leasing and hire purchase.
- ✓ To make aware of other financial services, securitization of debt and marketing of financial services.
- ✓ To impart the knowledge on Money Market Instruments.

Course Outcomes:

- ✓ The student will be able to demonstrate an understanding on banking system.
- ✓ The student will be able to know the importance of relationship between banker & customers.
- ✓ The student will be able to demonstrate through knowledge to handle financial instruments and financial services

Modules	Syllabus Contents	No. of Sessions 10 Hours
1	<p>Banking Meaning and Definition, Evolution of Indian Banks. Types of banks - Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks.</p> <p>Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.</p> <p>Bank Clearing House: Clearing Procedure.</p> <p>Hi-tech Banking: Modern technology in Banking, Core banking, E-Banking, ATM, EFTS, RTGS, NEFT, Internet Banking, Mobile Banking. Risk management in banks (an overview).</p> <p>Concept of Green Banking for sustainable development.</p> <p>Concept of International Banking- an overview. (Chapter 11 of 1st Text book)</p>	10 Hours
2	<p>Bank and Customer Relationship between the Banker and the Customer; Types of accounts, Deposits and Forms of lending. Bank's obligation to customers; Documents & Procedure for loan.</p> <p>Asset Liability Management in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. ALM as co ordinated Balance Sheet management.</p> <p>Banking Instruments- Cheque, bank draft, e-cheque, Travellers cheque, credit card, cheque cards, Debit card.</p>	10 Hours

Concepts of **Universal Bankin.** (Chapter 9 of 1st Text book)

- | | | |
|----------|---|-----------------|
| 3 | Merchant Banking
Merchant banker- Role and Functions, SEBI guidelines for merchant bankers – Issue Management – Equity issues – Rights issues – Debenture issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, and ECB etc.
Lease and Hire Leasing
Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing – Hire Purchasing- Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing.
(Chapter 1,2 and 3 of 3 rd Text book & 2, 3, 4 of 1 st Text book) | 10 Hours |
| 4 | Credit rating and Securitization of debts
Definition and meaning- Process of credit rating of financial instruments- Rating methodology- Rating agencies – Rating symbols of different companies Securitization of debt- Meaning- Features- Special Purpose Vehicle- Benefits of Securitization – Issues in Securitization.
Depository Service - Depository services- Role of depositories and their services— Advantages of depository system -NSDL and CDSL- Depository participants and their role- Stock Broking Services including SEBI guidelines.
(Chapter 13,14,16 & 17 of 1 st Text book) | 12 Hours |
| 5 | Money Market Instruments – Treasury bill – Commercial bill – Commercial paper – Certificate of deposit – REPO/Reverse REPO – Call money- Notice money – Term money – Credit card – Bill discounting – Factoring – Forfeiting – Consumer finance – Reverse mortgage service.
(Chapter 7,6,8 of 1 st Text book) | 10 Hours |

Case Studies in Indian Context only

Text Books

1. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
 2. Indian Financial System – Pathak, Pearson Education, 3/e, 2011.
 3. Merchant Banking: Principles and Practice - Machiraju H. R, New Age International.
 4. Indian Financial System—Khan M. Y, 7/e, TMH, 2011
- Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Indian Financial System – Machiraju, 4/e, Vikas, 2010.
- Financial Services, Shanmugam, Wiley India, 2011

References

MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Course Code: P18MBA3F2CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of this course is to:

- ✓ To facilitate understanding of corporate merger and acquisition activity and Restructurings
- ✓ To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.
- ✓ To compare and contrast the various forms of corporate restructuring.
- ✓ To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition. To assess human and cultural aspects of M&A's.
- ✓ To understand the regulatory aspects concerned with M&As.

Course Outcomes: The student will be able to:

- ✓ The students will be able to express their conceptual knowledge on M&As.
- ✓ The students will be able to analyze the strategic objectives behind M&A s decisions.
- ✓ The students will be able to demonstrate their knowledge on various methods of Corporate Restructuring, takeovers, its types & defensive strategies that can be adopted by Targets.
- ✓ The students will be able to understand the valuation of mergers and acquisitions.
- ✓ The students will understand the legal issues relating to M&A process and decisions.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to Mergers Mergers - In the Nature of Acquisitions and Amalgamations, Types of Merger, Motives Behind Mergers, Synergy of Mergers – Types of synergies, Value Creation in Horizontal, Vertical And Conglomerate Mergers – Internal And External change forces contributing to M & A activities. (1 st , 3 rd , & 4 th chapters from B Rajesh Kumar & Page No. 82-88 from J Fred Weston) M & A – A Strategic Perspective- Industry Life Cycle in M&A Decision, Strategic approaches to M&A- SWOT Analysis & BCG Matrix. (2 nd chapter from B Rajesh Kumar & 56-68 from J Fred Weston)	12Hours
2	Corporate Restructuring Corporate Restructuring – Different Methods Of Restructuring – Joint Ventures – Sell Off And Spin Off – Divestitures – Equity Carve Out – Leveraged Buy Outs (LBO) – Management Buy Outs (MBO) - Employee Stock Ownership Plans (ESOP) . Takeovers, Types, Hostile Takeover Approaches, Take Over Defences – Financial Defensive Measures – Coercive Offers and Defences – Anti-Takeover Amendments – Poison Pill Defences. (9 th & 10 th chapters from B Rajesh Kumar & Chapter 9, 14, 15, 16 th of J Fred Weston)	08Hours

3	Merger Process Merger Process: Dynamics Of M&A Process- Identification Of Targets- Negotiation-Closing The Deal. Five Stage Model –Due Diligence (Detailed Discussion). Methods of Financing Mergers – Cash Offer, Share Exchange Ratio. Process of Merger Integration – Organizational And Human Aspects – Managerial Challenges of M & A. (Chapter 5, 6 & 11 of B Rajesh Kumar)	10 Hours
4	Valuation Valuation Approaches and Methods – Discounted Cash Flow Valuation, Book Value Based Valuation, Valuation of Operating And Financial Synergy. Mergers as a Capital Budgeting Decision. Financing of Mergers- Exchange ratios. (Chapter 7 from B Rajesh Kumar, Problems-Refer Corporate Finance By Ashwath Damodaran & Chapter 13 & 14 From Ravindhar Vadapalli)	11 Hours
5	Accounting for Amalgamation & Legal And Regulatory Frame Work Accounting for Amalgamation as per AS 14. Legal And Regulatory Frame Work of M & A – Provisions of Company’s Act 1956 and 2013, Indian Income Tax Act 1961 – SEBI Take Over Code. (Chapter 8 of B Rajesh Kumar & Chapter 7, 8, 9, 10, 11, & 12 of Prasad G Godbole)	11 Hours

Related case studies to be discussed.

Text Books

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/E
2. Mergers & Acquisitions –Text & Cases by B Rajesh Kumar- Tata McGraw Hill company
3. Mergers Acquisitions And Business Valuation – Ravindhar Vadapalli – Excel Books, 1/E 2007
4. Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons
5. Mergers, Acquisitions & Corporate Restructuring By Prasad G Godbole – Vikas Publications.

References

6. Shukla & Grewal- Advanced Accounts Vol 2 – S.Chand & Sons, Recommended Book For Module-6
1. Company Law & Practice – Taxmann – Recommended Book For Module-8
2. Students Guides To I.T. Act 1969
3. Sudi Sudarsanam – Value Creation From Mergers And Acquisitions – Pearson Education, 1/E, 2003
4. Valuation For Mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
5. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.

ADVANCED FINANCIAL MANAGEMENT

Course Code: P18MBA3F3CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of this course is to:

- ✓ To inculcate conceptual knowledge of working capital management [i.e. Inventory, Receivables and Cash] and conceptual framework for bank finance for working capital and identify the various sources of financing working capital requirement.
- ✓ To inculcate conceptual knowledge Capital structure and Dividend decisions and their impact on value of the firm.
- ✓ To inculcate the knowledge of different Hybrid Financing methods and their importance.
- ✓ To inculcate the knowledge about Value Based Management approach and Corporate Financial Modelling.

Course Outcomes: The student will be able to:

- ✓ Demonstrate the conceptual application of various liquidity management dimensions through Inventory, Receivables and Cash management.
- ✓ Demonstrate clearly the relationship between the Capital Structure and Firm value as well as Dividend Policy and Firm value.
- ✓ Demonstrate the conceptual application EVA and MVA and other value measurement approaches

Modules	Syllabus Contents	No. of Sessions
1	Working capital management –Sources for financing working capital - Short term financing of working capital, long term financing of working capital. Bank finance for working capital (No problems on estimation of working capital requirement). 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. [Pg. no. 708-722, Financial Management by Prasanna Chandra]	11Hours
2	Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and discriminate analysis. Control of accounts receivables, Factoring. Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model, Quantity discounts. Monitoring and control of inventories, ABC Analysis. Zero Inventory System. [Pg. no. 735-750 & 761-774, Financial Management by Prasanna Chandra]	11 Hours
3	Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller	14 Hours

approach, traditional approach. Arbitrage process in capital structure. [theory and problems] [Pg. no. 505-528, Financial Management by Prasanna Chandra]

Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Legal and procedural aspects of dividends Corporate Dividend Tax. [Pg. no. 574-586, Financial Management by Prasanna Chandra]

- 4 Hybrid Financing** – Preferred stock, Warrants and convertibles, Private equity. Venture funds, Angel financing. [Pg. no. 672-683, Financial Management by Prasanna Chandra] **07 Hours**

Value Based Management: Methods and Key Premises of VBM- Free Cash flow method, EVA/MVA method, Cash Flow Return on Investment/Cash value added method. [Pg. no. 871-905, Financial Management by Prasanna Chandra]

- 5 Corporate financial Modeling** – Agency problem and consideration. Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR). [Basic problem][Pg. no. 127-135, Financial Management by Prasanna Chandra] **09 Hours**

Related case studies to be discussed.

Text Books

1. Prasanna Chandra: Financial Management, (TMH), 7/e, 2009
2. M.Y. Khan & P.K. Jain – Financial Management, (TMH), 5/e, 2009

References

- I.M. Pandey – Financial Management (Vikas), 10/e, 2009
- Ross, Westerfield & Jaffe, Corporate Finance– TMH – 8/e, 2009
- Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
- Fundamentals of Financial Management – Vanhornes & Bhandari, Pearson Education.
- Contemporary Financial Management – Kothari & Dutta, Macmillan India Ltd.
- Fundamentals of Corporate Finance - Stephen A. Ross, Westerfield, Jordan, 8/e, McGraw Hill, 2010.
- Fundamentals of Financial Management – Vanhorne & Wachowicz, 13/e, PHI, 2011.
- Corporate Finance – Damodaran, 2/e, Wiley India (P) Ltd., 2004

INVESTMENT MANAGEMENT

Course Code: P18MBA 3F4CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To develop a thorough understanding of process of investments and financial markets.
- ✓ To provide conceptual insights into the valuation of equity.
- ✓ To provide the insight about the bond terminology and bond risk management.
- ✓ To familiarize the students understand the concept of fundamental and technical analysis.
- ✓ To familiarize with stock markets in India

Course Outcomes:

- ✓ Students will be able to analyze the market to invest.
- ✓ Students will be having the concepts of equity.
- ✓ Students will be able to measure the return according to the expectations of the investors
- ✓ Students will be able to demonstrate the analysis of the diverse investment avenues.
- ✓ Students will able to demonstrate the stock markets.

Modules	Syllabus Contents	No. of Sessions
1	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. Financial markets – primary and secondary markets, guidelines – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges [1, 2 & 4 of 1st Text book]	10 Hours
2	Bond valuation- Strategic role of bond, Bond terminology, types of bonds, bond price analysis, bond valuation, duration, modified duration, YTM, interest and determinants of interest rates, theories of interest rates, analysis of deep discount bond, analysis of convertible bond. Bond Risk management tools- types of risks, immunization, convexity, term structure of interest rates, credit rating. (Problems on YTM, duration and modified duration)[13 of 1st Text book]	12 Hours
3	Equity Valuation: Models -Valuation methods-dividend discount model, price earnings ratio, price book value ratio, Price-sales ratio. [11, 12 of 1st Text book]	09 Hours
4	Fundamental Analysis - Objective and believes of fundamental analysis, frame work of fundamental analysis concepts of intrinsic value- Economic Analysis: Economic forecasting methods, Industry analysis and Company analysis. Technical Analysis - Concepts of Technical analysis, Dow chart, PFC, Bar chart, Contrary opinion theory - Confidence index, RSI, Moving average, MACD, Japanese candle stocks.[14,15 and 16 of 1st Text book]	11 Hours
5	Efficient market hypothesis - Concept of efficiency of stock markets, forms of efficient market hypothesis, Empirical tests of efficient market	10 Hours

hypothesis in Indian Market. Description of tests of efficient market hypothesis.[9 of 1st Text book]

Case Studies in Indian Context only

Text Books

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.

References

- Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
- Security Analysis & Portfolio Management – Avadhani V. A, HPH.
- Investment Management – Preethi Singh, 17/e, Himalaya Publishing House, 2010.

Elective 2 HUMAN RESOURCE MANAGEMENT
ORGANIZATIONAL STRUCTURE, PROCESS AND DESIGN

Course Code: P18MBA 3H1CIE : 50 Marks

Credit Pattern: L: T: P = 4:0:0 = 4

SEE: 50Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To enable students to understand the nature and scope of organization, structure and approaches to measure organizational effectiveness.
- ✓ To make students understand the fundamentals of organization's workflow, organizational design and matching strategy and structure
- ✓ To make students understand the power politics and conflicts of organization.
- ✓ To make students aware about organizational cultural issues and ways of managing them
- ✓ To help the students on the application oriented case analysis organizational design and effectiveness.

Course Outcomes:

- ✓ The Student will be able to demonstrate their conceptual understanding of nature and scope of organization, structure and approaches to measure organizational effectiveness
- ✓ The Student will be able to Demonstrate their conceptual knowledge of the fundamentals of organization's workflow, organizational design and matching strategy and structure
- ✓ The students will be aware about the power politics and conflicts of the organization.
- ✓ The students will be able to demonstrate their skill of organizational cultural issues and ways of managing them
- ✓ The Student will be able to apply the conceptual knowledge of the subject in real time problems.

Modules	Syllabus Contents	No. of Sessions
1	<p>INTERPRETING ORGANISATIONAL REALITY : Images of organization : organizations as machines, living systems Brains , Political systems, cultures , Psychic Prisons . Understanding Organizations : Madhukar Shukla P1-19 ORGANIZATIONAL DESIGN: what is organizational design?, determinants of organizational design Environment, objective/mission, strategy, technology, people and culture, age, size. Understanding Organizations : Madhukar Shukla P20-29</p>	10 Hours
2	<p>COMPONENTS OF ORGANIZATIONAL DESIGN: Complexity: Horizontal complexity, vertical complexity, spatial complexity, Formalization: organizational and professional formalization, formalization techniques; Centralization: organizational decision-making process , Centralization and decentralization Understanding Organizations : Madhukar Shukla P 30-43 ORGANIZATION-ENVIRONMENT INTERFACE: what is environment? Environmental impact on organization: Burns and Stalker: the mechanistic and organic organization, Lawrence and Lorsch: differentiation-integration theory, Duncan: A Model for “right” organizational structure , Strategies for managing environment: Domain choice, recruitment, vertical integration, buffering, smoothening, advertising, contracting, Mergers/acquisitions/strategic alliances, lobbying. Understanding Organizations : Madhukar Shukla P44-57</p>	10 Hours
3	<p>ORGANIZATIONAL STRATEGY AND STRUCTURE: what is strategy? The strategy-structure link Strategic choices as adaptation process: a strategic typology of organization: defenders, prospectors, analyzers; strategic failures. Madhukar Shukla P58-73 TECHNOLOGICAL DETERMINANTS OF ORGANIZATIONAL DESIGN: What is technology? Nature of technological influences: technological complexity-Woodward’s study Technological interdependence- Thompson’s contribution Technological uncertainty -Perrow’s framework Integration and implications; job design: managerial options for technological change: combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, opening feedback channels. Madhukar Shukla P74-89</p>	10 Hours
4	<p>BASIC OF STRUCTURAL CONFIGURATIONS: Strategic Apex , Operating Core , Middle line, Techno structure, Support Staff Simple Structure; Machine Bureaucracy ; Professional Bureaucracy;</p>	10 Hours

Divisionalised Form; Adhocracy. Madhukar Shukla P90-98

ORGANISATIONAL POWER, CONFLICT AND POLITICS:

Significance of power and politics in Organizations

Structural Determinants of organizational power: Hierarchical position, Non Routine ness, Centrality to workflow , Control over inputs, Uniqueness, Proximity to Power

Power imbalances: Sources of organizational conflicts: Horizontal differentiation , Interdependence among sub units , Performance and Reward criteria, Incongruent relationships

Managing Organizational Conflicts: A Contingency perspective: Collaboration, Power Play, Bargaining, Structural & Procedural Strategies Madhukar Shukla P109-127

5 ORGANISATIONAL DECISION MAKING AND STRATEGY FORMULATION: 12 Hours

FORMULATION: What are organizational decisions :Operating Decisions, Strategic Decisions, Administrative Decisions; Influence on organizational decisions;

The normative research approach: The nature of rational decisions, The payoffs of rationality ,Limits of rationality; The entrepreneurial approach: The power of the CEO, How to do top managers think, Uses of intuition , Limitations of Entrepreneurial decisions;

The political approach : Organizational politics and coalitions, The politics of decision making, The nature of political decision making; The consensus building approach : The meaning of consensus, Mechanisms for developing consensus .Madhukar Shukla P128-150
Organizations : A Future Perspective: The changing environment : Information and Communication, Technology, Globalization and competition, Customer and quality.

Organizations for the Future : Managing multiple goals, Using Multiple Information – Processing System, Managing Resources. Organizations as Learning Systems : How do organizations learn ,Processes and practices in Learning Organizations ,Structural Arrangements for Learning Organizations. Madhukar Shukla P212-235.

Case Studies in Indian Context only

Text Books

1. Understanding Organizations :Madhukar Shukla- PHI – 2009

References

- Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 3/e
- Organization Behaviour – P.G.Aqinas-Excel Books-2008

LEGAL ENVIRONMENT & INDUSTRIAL LEGISLATION

Course Code: P18MBA3H2 CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is:

- ✓ To enable basic understanding of Industrial Relation dynamics in India and the system of collective bargaining.
- ✓ To make students understand fundamentals of trade unionism, grievance procedure in industrial setup, disciplinary mechanisms and resolving industrial conflicts
- ✓ To provide important provisions of important enactments including Trade Union Act, Industrial Disputes Act and Employees' Standing Orders Act.
- ✓ To make students aware about the important provisions of employment related Acts such as Factories Act, ESI Act, etc.
- ✓ To apprise the students on the application oriented case studies in the field of IR

Course Outcomes: The Student will be able

- ✓ To demonstrate a conceptual understanding of the dynamics of Industrial Relations system
- ✓ To understand the role and importance of collective bargaining, workers participation and negotiating techniques in better industrial relations
- ✓ To apply the knowledge gained to analyze the IR issues in an organization with fair understanding of the labour enactments in India.
- ✓ To develop insights into various legislations like Factories act, Minimum wages act, Standing orders act, ESI act etc.

Modules	Syllabus Contents	No. of Sessions
1	Indian Industrial Relations overview: Need, Scope of legal environment. IR in the post Independence period, Factors that influence IR. Importance, functions and objectives of Industrial Relations, Effects of poor IR, Main approaches to IR: Unitary, Pluralistic, and Radical. Trends in IR (Text Book 2 Arun Monappa Chapter 1Pg 8) Labor and Indian constitution: Factors that lead to State Intervention in IR, The relationship between state and industries, policies and practices in India, Government policies relating to labour in 5 year plans, Legal Enactments, ILO its influence, objectives & functions on Legal Enactments in India. (Text Book 2 Arun Monappa Chapter 14 & 15 Pg 320 & 333)	12Hours
2	Collective Bargaining in India: Definition, Bargain able issues, Types of Bargaining, features, issues & scope in collective bargaining. Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, pre-requisites for collective bargaining, trends and	08Hours

conclusions.

Negotiation: Features, conditions of Negotiation, Techniques of negotiation. (Text Book 2 Arun Monappa Chapter 6 Pg 106)

- 3 Trade Unions:** Meaning, Trade Union Movement in India, feature & functions of trade unions, objectives of important trade unions, union structure, problems of trade unions, measures to strengthen trade union movement in India, rights and responsibilities of trade union, future trends of trade union movement in India. (Text Book 2 Arun Monappa Chapter 3 Pg 30) **08Hours**

- 4 Grievance procedure and Discipline management:** Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure. **10Hours**

Discipline – Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry. Principles of Hot stove rule.

(Text Book 2 Arun Monappa Chapter 7&8 Pg 147 & 161)

Paradigm shift from industrial relations to employee relations – shift in focus, difference, employee relations management at work, culture and employee relations, future of employee relations.

- 5 INDUSTRIAL ACTS** **14Hours**

1. Factories Act' 1948
2. Industrial Employment standing order's Act' 1946
3. Minimum wages Act' 1948
4. Payment of Gratuity Act 1972
5. Employees' State Insurance (ESI) Act, 1948
6. Workmen's compensation Act, 1923
7. Maternity Benefit Act, 1961amendments 2016

(Text Book 3 Chapter 16, 21, 22, 18,Pg 279, Pg 363, Pg 399, 312)

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Text Books

1. Mamoria & Mamoria – 'Dynamics of Industrial Relations', Himalaya Publishing hous Mumbai, 2005
2. Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002.

References

- Industrial Relations Trade union & labour legislation.- P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar.
- P SubbaRao – Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House, Mumbai
- Employee Relations Management - P N Singh, Singh P. N., Pearson Publications
- Aggarwal, S.L. : Labour Relations Law in India
- Labor Laws for Managers, BD Singh, Excel Books, 2009, ISBN: 9350621436, 9789350621431

TEAM DEVELOPMENT AND LEADERSHIP

Course Code: P18MBA 3H3CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is:

- ✓ To enable the students with the understand of the fundamental concepts of team building and principles of teambuilding
- ✓ To make them understand the concept of team performance management, Self Managed Work Teams and Virtual Teams
- ✓ To provide an insight into basics of organizational leadership and various related theories
- ✓ To discuss the role of leader in change management and the dynamics of power, politics and authority in an organizational setting.
- ✓ To apprise the students on the application oriented case studies on leadership and teamwork

Course Outcomes:

- ✓ The Student will demonstrate the knowledge of Team building and leadership
- ✓ The students will demonstrate the ability to work as a team on various management functions
- ✓ The students will demonstrate ability to understand knowledge of SMWT and virtual team
- ✓ The students will develop confidence in leadership
- ✓ The students will be able to apply management concepts to case studies and propose creative solutions to business problems

Modules	Syllabus Contents	No. of Sessions
1	Introduction to Team work: Meaning of Teamwork, Seven Keys to build great work teams, Nature & importance of team work- Team Elements – characteristics of Productive & effective Teams – Factors Contributing to team Development & effectiveness – Steps for Team Building & developments –Knowledge & Skills of team builders/Leaders – Role of Team Builders –Role of Team Members – Team building – Five Stages of Group Developments. Different Types of Team in an organization. (Text Book 1 Pg no 2 to 70)	10Hours
2	Sensitivity Training: T- Groups Definition & Classification- Importance – Objectives- Procedures- Goals- Outcomes of Sensitivity Training. Group Atmosphere – Ways to create positive work Environment. How to Improve Organizational climate – Different Management style and its impact on Organizational culture. Group Think & Group Cohesiveness. Techniques of Group Decision Making. (Text Book 1 Pg no 80 to 97)	10 Hours

- | | | |
|----------|---|----------------|
| 3 | Roles in Teams : Team – Enhancing Roles — Team Building in the global era,- Team building in Indian context – Role of communication in team building – Neuro – Linguistic Programming for team building- Ways to motivate Teams –Team Building major issues – Team building interventions in Indian organizations- Negotiation skills & Strategies for team Building- Conflict Resolution techniques for effective team building (Text Book No1 Pg no 114 to 376) | 12Hours |
| 4 | The Nature of Leadership : Meaning and Definition of leadership- Different Leadership Theories, Nature of Traits & skills, Managerial Traits & Effectiveness, Characteristics of different leaders. Managerial Skills & Effectiveness –Participative Leadership, How leadership has Changed. (Text Book No 2 Chapter 1 To 5 Pg 19 to158) | 10Hours |
| 5 | Developing Leadership Skills: Leadership Training Programs, Designing Effective Training and Special Techniques for Training, Cross- Cultural Leadership, Hofstede Dimensions towards culture. The GLOBE Project, Gender & leadership, Managing Diversity, (Text Book No 2 Pg No 355 to 385 to 423 to 471) | 10Hours |

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Text Books

1. Dr.B.Ratan Reddy, Team Development & Leadership, Jaico Publishing, 2004
2. Gary Yukl - Leadership in Organizations, Pearson Education, 5/e —2002.

References

- Craig Watson – Dynamics of Leadership – Jaico
- Leadership Through People Skills – TMH
- Team Development Manual by Mike Wood cock, Productivity Press, Chennai
- Jon R Katzenbach& Douglas K Smith, The Wisdom of Teams, Harper Business,2003
- Andrew Dubrin – Leadership – Biztantra/Wiley Dreamtech

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: P18MBA3H4

CIE : 50 Marks

Credit Pattern: L: T: P = 4:0:0 = 4

SEE: 50Marks

No. of Hours Per Week: 4

Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To make students to understand the proactive and organized alignment of human resource systems, processes, policies and practices as a whole with the mission and strategic objectives of the organization.
- ✓ To enable the students to understand integration of HRM with the strategic goals and corporate strategy so as to improve business performance and achieve organization goals.
- ✓ To throw light on organizations competitive performance by utilizing their human resources more effectively. It is based on belief that human resources are uniquely important to sustained business success.
- ✓ To develop understanding about organization can gain competitive advantage by strategically use of its human resources.
- ✓ To help the students on the application oriented case analysis of SHRM.

Course Outcomes:

- ✓ The student will be able to demonstrate proactively which means to think ahead.
- ✓ The student will be able to demonstrate his individual performance by development of commitment at all levels.
- ✓ The student will be able to demonstrate conceptual skills on need based personnel policy/HR policy as a prerequisite for optimum use of human resources.
- ✓ Demonstrate conceptual skills in Integration of HRM policy with business goals or objectives.
- ✓ Demonstrate the ability in applying the supportive work culture in order to encourage creativity, team work, TQM as well as innovation and a sense of belonging.

Modules	Syllabus Contents	No. of Sessions
1	Introduction, Definition of SHRM, Need and Importance of SHRM, Views on SHRM, Linking HR strategy with business strategy, Steps in SHRM, Role of HR during Organizational growth, Role of HR during Organizational Turnaround, Role of HR during Retrenchment. Strategic Human Resource Management – Rajib Lochan Dhar- Excel books 37-62	10 Hours
2	Recruitment and Retention Strategies ,Introduction, on-line recruitments, Outsourcing Recruitments, Headhunting, Assessment Centre, Work-life Balance Autonomous Work Teams, Retention Strategic Human Resource Management – Rajib Lochan Dhar- Excel books P67-104	10Hours
3	Reward and Compensation Strategies- Skill based pay, Broad banding, Variable pay, Establishing a Variable Pay system, Profit	10 Hours

- sharing, Gain sharing, Employee Stock Option Plans, Executive Compensation. Rajib Lochan Dhar- Excel books P111-138
- 4** Training and Developing Strategies- Introduction, Cross-cultural Training- ROI On Training and Development In General, Expatriate Training, Cultural Diversity and Work Culture, How HR Is Managed In Different Regions Of The World, Cultural Awareness Training Programmes, Cultural Training, Language Training, Practical Training, Management Development and Strategy- (Richard Regis ,Excel books P 177-197). Multi-skilling, Succession Planning, Creating a Learning Organization. Rajib Lochan Dhar- Excel books P143-176 **12 Hours**
- Performance Management Strategies- Meaning of Performance Management, Meaning of performance Measurement, Need for Performance Management, Benefits and Risks associated with Pay for Performance, 360-Degree Feedback. Rajib Lochan Dhar- Excel books P185-205
- 5** Retrenchment Strategies- Meaning of Retrenchment, Understanding what is “Retrenchment” and “Redundancy”, Selection of Employees for Retrenchment , Downsizing, HR Outsourcing, Employee Leasing. Rajib Lochan Dhar- Excel books P213-236 **10Hours**

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Text Books

1. Strategic Human Resource Management – Rajib Lochan Dhar. Excel books 2008
2. Strategic Human Resource Management and Development – Richard Regis ,Excel books 2008

References

- Strategic Human Resource Management –K.Prasad, Macmillan India Ltd, 2005

Elective 3 MARKETING MANAGMENT **CONSUMER BEHAVIOR**

Course Code: P18MBA3M1 CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is to make the student to familiar with the consumer behavior process and various aspects of consumer behaviour. In detail:

- ✓ To provide an understanding the need of consumer behaviour and its motivation.
- ✓ To provide an understanding of different perspectives that characterizes the study of Consumer behavior & personality.
- ✓ To provide an understanding concept of consumer Communication process & social and cultural setting
- ✓ To provide an understanding concept of consumer decision making process.
- ✓ To provide an understanding of application of theoretical concepts to practical situations involving several cases

Course Outcomes: The student will be able to

- ✓ Demonstrate the alternative ways of thinking about consumers as individuals and able to use quantitative and qualitative research methods on consumer behaviour.
- ✓ Interpret the role of personality and learning in consumer behavior.
- ✓ Analyze social and cultural factors that effect consumer behaviour.
- ✓ Develop marketing strategies that are consumer based and also create and enhance customer value.
- ✓ Apply their substantive knowledge to marketing situation (cases, scenarios) in an analytic manner

Modules	Syllabus Contents	No. of Sessions
1	Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems – the measurements of motives – motivational research – development – motivational research today (Pg 100 – 129, Schiffman)	11 Hours
2	Personality and consumer Behavior: What is personality- Theories of personality-Brand personality-Self and Self-image-Virtual personality or self (Pg. 134-164, Schiffman) Consumer Perception: Elements of perception-Dynamics of perception-Consumer imagery-Perceived risk (Pg. 170-209,	11 Hours

Schiffman)

Consumer Learning: The elements of consumer learning-Behavioral learning theories-Cognitive learning theory-Measures of consumer learning (Pg. 216-250, **Schiffman**)

- 3 Reference Groups (RG) and Family Influences:** What is a group? - Understanding the power of reference groups - Selected consumer - Related RG - Family decision making and consumption -Related roles-The family life cycle (Pg.330-339, Pg. 359-368, **Schiffman**) **10 Hours**

Social Class and CB (Pg. 376-408, **Schiffman**) - The influence of culture on CB(Pg. 412-437, **Schiffman**) - Cross-Cultural CB (Pg.474-495, **Schiffman**)

- 4 Consumer Influence and the Diffusion of Innovations:** Opinion leadership-Dynamics of the opinion leadership process-Motivation behind opinion leadership-Diffusion of Innovations-Its process-The adoption process (Pg. 500-534, **Schiffman**) **10 Hours**

- 5 Communication and persuasion:** Components of communication – the communication process – the message initiator (the source) – the target audience (the receivers) – feedback – the receivers response – designing persuasive communications – communication strategy – media strategy – message strategies (Pg. 294-315, **Schiffman**) **10 Hours**

Consumer decision making and beyond –What is a decision-Levels of consumer decision making- Models of Consumers-Model of consumer decision making – consumer gifting behavior – beyond decision: consuming and possessing-relationship marketing (Pg. 544-577 **Schiffman**)

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Text Books 1.Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
 2.Shopper, Buyer And Consumer Behavior – Dana Nicoleta, Jay Lindquist – Biztantra, 2/e, 2003/04

References ➤ Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
 ➤ Consumer Behavior In Indian Perspective – Suja Nair – Himalaya Publishers, 2004
 ➤ Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson, 1/e, 2002

SERVICES MARKETING

Course Code: P18MBA 3M2CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To understand consumer behaviour, customer perception and customer expectation of services.
- ✓ To provide the insight of understanding customer expectation through knowing service operations.
- ✓ To understand the marketing strategies of service mix in various service industries.
- ✓ Understanding of managing supply and demand in services industry.
- ✓ **Course Outcomes:**
- ✓ Increase overall knowledge of service marketing concepts and practices.
- ✓ To know the challenges required for effective service marketing.
- ✓ Understand and apply the tools and techniques used in service marketing.
- ✓ Anticipate service problems and issues common in the modern workplace.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to services: Basic Concepts and reasons for the growth of services sector, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality. Consumer behaviour in services: Search, Experience and Credence property, Customer 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, Service quality, Strategies for influencing customer perception. (Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 1, 2, 3, and 4 Pg 3, 36, 57 & 82)	12 Hours
2	Understanding Customers Expectation through Market Research: Using marketing research to understand customer expectation, Types of service research, Building customer relationships-relationship marketing, relationship value of customers, Service Recovery-The impact of Service Failure and Recovery, how customers respond to service failures, customers' Recovery expectations, service recovery strategies, service guarantees Service Innovation and Design -New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning– positioning on the five dimensions of service quality,	12 Hours

Positioning on service evidence.

(Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 5, 6,7 and 8 Pg 121, 154, 190 & 229)

- 3 Customer defined service standards:**“Hard” & “Soft” standards, **08 Hours**
Process for developing customer defined standards.

Physical evidence and the Servicescape:Types of service scapes, Role of service scapes, Frame work to understand service scapes & its effect on behaviour, Guidance for physical evidence strategies (Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 9 and 10 Pg 265 & 293)

- 4 Employee role in service designing:**Importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality – productivity trade off. Strategies for closing GAP3 **10 Hours**

Customers’ 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.

Managing demand and capacity – Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, Waiting line strategies.

(Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 11,12,13, and 4 Pg 331, 366 & 398)

- 5 Role of Services Marketing Communication** – Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation **10 Hours**

Pricing of services- Role of price and value in provider GAP 4, Role of non monetary cost, Price, as an indicator of service quality Approaches to pricing services, pricing strategies.

(Services Marketing- Zeithmal, Bitner, Gremler & Pandit - Chapter 14 and 15 Pg 435 & 464)

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Text Books

- 1.Valarie A. Zeithmal & Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Services Marketing- 6/e, TMH, 2013.
- 2.Christopher Lovelock, Services Marketing- Pearson Education, 7th edition 2011.

References

- Rajendra Nargundkar, Services Marketing, TMH, 2nd Edition, 2006.
- Ravi Shankar, Services Marketing, Excel Books, 2008.
- R Srinivasan, Services Marketing, The Indian Context, 3rd Edition, 2012.
- Kenneth E Clow & David L Kurtz, Services Marketing, Biztantra, 2nd Edition, 2007.

- Govind Apte, Services Marketing, Oxford, 2004.
- Swartz & Iacobucci, Handbook of Services Marketing & Management, Sage Publications, 1999.
- Hoffman & Bateson, Services Marketing, Thomson, 4th Edition, 2012.
- Peter Mudie and Angela Pirrie, Services Marketing, Elsevier, 3rd Edition, 2006.
- C Bhattacharjee, Services Marketing, Excel books, 2009.
- S M Jha, Services Marketing, HPH, 7th Edition, 2013.

INDUSTRIAL MARKETING

Course Code: P18MBA3M3CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is:

- ✓ To know the basic differentness between the industrial marketing and consumer marketing
- ✓ Help you to develop skills in strategic approach for industrial markets
- ✓ To make students understand the nature of demand, buying behaviour in industrial markets.
- ✓ Provide you knowledge about marketing mix elements orientation towards industrial markets.
- ✓ To help the students analyse the cases on business markets.

Course Outcomes:

- ✓ The Student will be able to demonstrate their conceptual understanding of the difference between consumer market and industrial markets.
- ✓ The students will be aware about the knowledge of strategy formulation for industrial markets.
- ✓ The students will be able to demonstrate their conceptual knowledge of the fundamentals of relationship management.
- ✓ The students will be able to demonstrate their conceptual skill of managing the sale force
- ✓ The Students will be able to demonstrate their conceptual knowledge of the subject in real time problems

Modules	Syllabus Contents	No. of Sessions
1	Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment, Environmental effect on Industrial Market with special reference to Government rule. (Robert R.- chapter 1&2)	11 Hours

- Nature of Industrial buying:** Organisational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing (**Robert R.- chapter 3**)
- 2 Market Segmentation:** Choosing Target Segments, Positioning, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market Research and Consumer Market Research **11 Hours**
- Formulating Product Planning:** Developing Product Strategy, Analysing Industrial Product Life Cycle, Developing Strategies for new and existing products
- Business Service Marketing:** Special Challenges (**Robert R.- chapter 3& 4**)
- 3 Formulating Channel Strategy:** Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their drawbacks, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics- Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing the customer service, Identifying the cost centers. (**Robert R.- chapter 5**) **10 Hours**
- 4 Pricing Strategies:** Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, Leasing **10 Hours**
- The Promotional Strategies:** Advertising in Industrial Markets, uses, Message Formulation, policies, media ,budgetary support, evaluation of advertising- sales Promotion- Use of Sales Promotion in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce(**Robert R.-chapter 6, 7 & 8**)
- 5 Management of Sales Force:** Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales person, sales training, Directing, Motivating, Task Assignment, Compensation, Measuring the Effectiveness of Sales Force. Relationship Sales and Marketing, Four forms of Seller Roles (**Robert R.- chapter 11&12**) **10 Hours**

Case Studies in Indian Context only

Text Books

1. Industrial Marketing - Robert R. Reeder & Reeder, PHI
2. Business Marketing Management - Michael D. Hutt, Thomas W. Speh, 10/e, Cengage Learning, 2012.

References

- Business Marketing - Frank G. Bingham Jr., and Others, 3/e, TMH, 2005.
- Industrial Marketing - P. K. Ghosh, Oxford University

- Press.
- Industrial Marketing - Krishna Havaladar, 3/e, TMH, 2011

RURAL MARKETING

Course Code:P18MBA3M4CIE : 50 Marks

Credit Pattern: L: T: P = 4:0:0 = 4

SEE: 50Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is to expose the students to the differences and similarities between rural and urban markets.

1. To provide basic understanding of rural marketing, Rural marketing environment and rural consumer behavior.
2. To create awareness of the different parameters and basis that can be employed to segment the rural market and to comprehend the reasons behind the requirement of a modified mix for rural market.
3. To provide basic understanding of various pricing and distribution strategies that needs to be adopted to achieve success in the rural market.
4. To create awareness about various communication strategies and financial services available for rural customers.

Course Outcome: The student will be able to

1. Demonstrate the fundamentals of rural marketing, rural marketing environment and rural consumer behavior.
2. Demonstrate the concepts of segmenting, targeting and positioning and describe the challenges of marketing mix in rural context and frame appropriate strategies for improving marketing activities in rural areas.
3. Demonstrate the rural pricing strategies and describes the rural distribution system.
4. Demonstrate the rural communication process, the methods for developing effective communication for rural audiences and describes the rural India's access to finance.

Modules Syllabus Contents

**No. of
Sessions
11 Hours**

- | | |
|-----------------|--|
| <p>1</p> | <p>Introduction: Defining rural markets, Understanding rural consumers, New influencers, Products, Rural distribution and communication, AICDA model, Developing rural markets through IT. (Text book 1, Page no: 1 to 7)</p> <p>Rural marketing environment: Defining rural India, Evolution of rural marketing, Defining rural marketing, Rural market structure-Demographic environment, Education and the level of demand, House hold/Rural housing/ Occupational pattern, Physical environment, Economic environment, Social and Cultural environment, Village community, Caste system, Political environment, Technological environment, Constitutional of rural markets, Size of the rural market, Marketing management in Non-profit sectors. (Text book 1, page no 8 to 25)</p> |
|-----------------|--|

- The Rural Economy:** The Economic scenario in rural India, changing face of rural development, Five year plans, Transition of the rural economy, Changing consumption patterns, The Rural infrastructure, Social infrastructure, Marketing infrastructure, Commercial infrastructure, Government policies and the rural face of reforms. (Text book 1, Page no: 28 to 53)
- 2 Rural Consumer behavior:** Consumer buying behavior models, Factors affecting Consumer Behavior, Cultural factors, Social factors, Technological Factors, Economic Factors, Political Factors. (Text book 1, page no 55 to 68) **12 Hours**
- 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. (Text book 1, page no 68 to 87)
- Rural Market Research:** Research objectives and design, Types of rural studies- Secondary data research, primary data collection, Data collection methods [PRA tools], Sampling, Do's and Don'ts in rural market research, Attributes of rural researchers, Limitations of rural research, Rural market research industry. (Text book 1, page no 87 to 98)
- 3 Rural Marketing Strategies:** **11 Hours**
- a) Segmenting, Targeting and Positioning**
- Segmentation-** Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation-Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behavior Segmentation, Multi-attribute Segmentation,
- Targeting-** Evaluation and Selection of Segments, Coverage of Segments,
- Positioning-** Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept
- b) Product Strategy**
- Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels
- Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,
- c) New Product Development**
- Consumer Adoption Process, Product life cycle, Product Mix,
- d) Branding in Rural India-** Brand building in Rural India, Brand Spectrum in Rural,

e) Fake Brands- The Fakes Market, Strategy to counter fakes, Structure of competition in Rural India, Product warranty and After-sales-service. (Text book 1, page no 100 to 154)

10 Hours

Examples of Organized Retailing in Rural India (Text book 1, page no 265)

8 Hours

The Future of Rural marketing: Glamorize rural marketing, Public private partnership, e-rural marketing. (Text book 1, page no 286)

Text Books

1. Rural Marketing- Pradeep Kashyap & Siddhartha Raut, Biztantra, 2010 Edition.

- Rural Marketing – U.C.Mathur, excel books, 1/e
- Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
- Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
- Rural Marketing – Sukhpal Singh – Vikas Publishers
- Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e
- Rural Marketing- Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication

P E S College Of Engineering, Mandya
(An Autonomous Institution under VTU, Belgaum)
POST GRADUATE DEPARTMENT OF MANAGEMENT STUDIES
Scheme of Teaching & Examination
Master of Business Administration M B A 2018

FOURTH SEMESTER

SL NO	COURSE CODE	COURSE	CREDIT PATTERN L:T:P	TOTAL CREDITS	EXAMINATION		
					CIE	MARKS SEE	TOTAL
1	P18 MBA 41	Entrepreneurship Development	3:0:0	3	50	50	100
3	P18 MBA 42	Project Work-Evaluation	0:0:3	10	-	100	100
4	P18MBA 43	Project Work-Viva Voce	0:0:3	5	-	50	50
5	P18 MBA EL 1	Elective 5	3:0:0	3	50	50	100
6	P18 MBA EL 2	Elective 6	3:0:0	3	50	50	100
7	P18 MBA EL 3	Elective 7	3:0:0	3	50	50	100
8	P18 MBA EL 4	Elective 8	3:0:0	3	50	50	100
TOTAL				30	250	400	650

FINANCIAL MANAGEMENT

P18MBA EL 5	MBA 4F1	Portfolio Management
P18 MBA EL 6	MBA 4F2	Risk Management
P18 MBA EL 7	MBA 4F3	International Financial Management
P18 MBA EL 8	MBA 4F4	Tax Management

MARKETING MANAGEMENT

P18 MBA EL 5	MBA 4M1	International Marketing Management
P18MBA EL 6	MBA 4M2	Strategic Brand Management
P18 MBA EL 7	MBA 4M3	Integrated Marketing Communication
P18 MBA EL 8	MBA 4M4	Retail Management

HUMAN RESOURCE MANAGEMENT

P18 MBA EL 5	MBA 4H1	International Human Resource Management
P18MBA EL 6	MBA 4H2	Organizational Change & Development
P18MBA EL 7	MBA 4H3	Training & Development

DUAL SPECIALIZATION

Marketing & Finance Specialization		Marketing & Human Resource Specialization		Finance& Human Resource Specialization	
MBA 4M1	International Marketing Management	MBA 4M1	International Marketing Management	MBA 4F1	Portfolio Management
MBA 4M2	Strategic Brand Management	MBA 4M2	Strategic Brand Management	MBA 4F2	Risk Management
MBA 4F1	Portfolio Management	MBA 4H1	International Human Resource Management	MBA 4H1	International Human Resource Management
MBA 4F2	Risk Management	MBA 4H2	Organizational Change & Development	MBA 4H2	Organizational Change & Development

ENTREPRENEURSHIP DEVELOPMENT

Course Code: P18MBA41

CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To make students understand the concept of Entrepreneurship development.
- ✓ To create awareness about various types of financing available for an entrepreneurs and to impart the strategies to be followed in managing and growing new venture.
- ✓ To create awareness about role of MSME and various institutions supporting entrepreneurs.
- ✓ To make students understand Role of Both central and state government in promoting Entrepreneurship.

Course Outcomes:

- ✓ The Student will be able to understand how start up entrepreneurship is supportive for enhancing business.
- ✓ Students will develop insights into MSME concepts and its impact on Business.
- ✓ Students will be able to understand Various Financial schemes available to start up there enterprise.
- ✓ The Student will be capable of understanding how creativity and innovation in managing the entrepreneurial development effectively.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to Entrepreneurship: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship (Lall&Sahai:Entrepreneurship(Excel Books 2 edition) (Couger, C- Creativity and Innovation (IPP, 1999) (Kakkar D N - Entrepreneurship Development(Wiley Dreamtech)	10 Hours
2	Setting Up Small Business Enterprises: Identifying the business Opportunity – Business opportunity in various Sectors – Formalities for setting up a small Business Enterprise – Environment Pollution Related Clearances Tax Benefits to Small Scale Enterprises: Rational Behind tax benefits, Tax Holiday, Rehabilitation Allowance, Investment Allowance, Tax Concessions to Small – Scale Industries in Rural & backward Areas, Government policy for Small Scale Enterprises : Industrial Policy Resolution 1948 to 1990 (IPR), New Small Enterprise Policy 1991, Micro Small & Medium Enterprises Development (MSMED) Act 2006, Govt Support to SSI during plan period. , (208-260 page from Poornima M Charantimath.)	10 Hours

3	<p>(419-428 from Dr S S Khanka, S Chand & Company Ltd)</p> <p>Women & Rural Entrepreneurship: Women Entrepreneurship concepts, Environments, Challenges of Women Entrepreneurship, Strategies for Development of Women Entrepreneurship, Empowerment of Women Entrepreneurship, Grass-root Entrepreneurship through Self Help Groups (SHG) Institution supporting women Entrepreneurship-Recent Trends, Women's organizations supporting Entrepreneurship (Page 99-132 from Poornima M Charantimath.) Meaning of Rural Entrepreneurship, Need for Rural Entrepreneurship, Rural Industrialization in Retrospect, Problems of Rural Entrepreneurship, Development of Rural Entrepreneurship, NGOs Role in Rural Entrepreneurship (68-77 Page from Dr S S Khanka, S Chand & Company Ltd)</p> <p>(Entrepreneurial Development By Dr S S Khanka, S Chand & Company Ltd)</p> <p>(Entrepreneurship Development & Small Business Enterprises By Poornima M Charantimath, Pearson.)</p>	11 Hours
4	<p>Role of Government in promoting Entrepreneurship, MSME policy in India, <i>Agencies for Policy Formulation and Implementation:</i> District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions.</p> <p>Lall & Sahai: Entrepreneurship (Excel Books 2 edition)</p> <p>(Couger, C- Creativity and Innovation (IPP, 1999)</p> <p>(Kakkar D N Entrepreneurship Development (Wiley Dreamtech)</p>	11 Hours
5	<p>Financial & Institutional Support</p> <p>Institutional Finance to Entrepreneurs: Need for Institutional Finance – Lease Financing & Hire Purchase – Advantage & disadvantage of Leasing – Concept of hire purchasing – Difference between leasing & hire Purchasing – Procedure of hire – purchasing, Institutional Support : Need of Institutional support , Institutional support to small entrepreneurs, National Small industries Corporation Ltd (NSIC), Small industries Development Organization (SIDO) Small Scale Industries Board (SSIB), State Small Industries Development Corporation Small industries Centers (SISIs) District Industries Centers (DIC) Industrial Estates , Technical Consultancy organization (TCOs)</p> <p>(379-416 from Dr S S Khanka, S Chand & Company Ltd)</p>	10 Hours
<p>Case Studies in Indian Context only</p> <p>Text Books</p>		
	<p>4. Entrepreneurial Development By Dr S S Khanka, S Chand & Company Ltd</p> <p>5. Entrepreneurship Development & Small Business Enterprises By Poornima M Charantimath, Pearson.</p>	

6. Lall&Sahai:Entrepreneurship(Excel Books 2 edition) Couger, C- Creativity and Innovation (IPP, 1999)
7. Kakkar D N - Entrepreneurship Development(Wiley Dreamtech)
8. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)

References

- Vijay Sathe, “ Corporate Entrepreneurship” 1st edition, 2009, Cambridge
- Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,Millenium Edition.
- P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning
- S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.

Elective 1 FINANCE **PORTFOLIO MANAGEMENT**

Course Code: P18MBA4F1 CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To inculcate the knowledge about basic concepts of Portfolio management.
- ✓ To make students understand the various Portfolio Theories
- ✓ To make the students learn the process of Portfolio Construction. Also to make them aware of Portfolio Revision Strategies.
- ✓ To make the students learn to evaluate the Performance of Portfolio
- ✓ To inculcate the knowledge on Mutual Funds & it's functioning. Also to understand the concept of Behavioural Finance.

Course Outcomes:

- ✓ The students will understand the concept of Portfolio Management.
- ✓ The students will demonstrate their conceptual knowledge on various portfolio theories.
- ✓ The students will learn to construct the Portfolio and to revise the same.
- ✓ The students will demonstrate their knowledge on portfolio performance evaluation.
- ✓ The students will gain the conceptual knowledge on Mutual funds and Behavioural Finance.

Modules	Syllabus Contents	No. of Sessions
1	PORTFOLIO MANAGEMENT Introduction to Portfolio Management, Portfolio & securities return, Portfolio risk, portfolio investment process- introduction, basic principles, objectives of portfolio management. (Page no. 643-677 from V K Bhalla)	10 Hours
2	PORTFOLIO THEORIES Markowitz diversification model, determination of corner portfolio (Page no. 717-753 from book V K Bhalla) Sharp's single index model (Page no. 266-300 from book Bodie&Mohanty) Asset pricing theories – CAPM and Arbitrage pricing theories (page no. 800-898 from book V K Bhalla)	12 Hours
3	PORTFOLIO CONSTRUCTION AND REVISION Sharpe's optimal portfolio construction (Page no. 754-799 from book V K Bhalla), Formulating the portfolio strategy- active, passive strategies (Page no. 601-607 from book Prasanna Chandra) Formula plans. (Page no. 930-936 from book V K Bhalla).	10 Hours
4	MEASURING AND EVALUATING PORTFOLIO PERFORMANCE Measures of return, Sharp's measures, Treynor measure, Jensen's differential return approach, Fama portfolio decomposition. (Page	10 Hours

no 921-959 from book V K Bhalla).

5 MUTUAL FUNDS & BEHAVIOURAL FINANCE 10 Hours

Mutual Funds- Concepts & role, fund structure & constituents - offer document - measuring & evaluating mutual fund performance. Recommending the model portfolio & selecting the right funds. (Page no 547-572 from book Prasanna Chandra)

Behavioural Finance- Heuristic-driven biases, Frame dependence, emotional & social influences, market inefficiency, critique of behavioural finance, strategies for overcoming psychological biases. (Page no 294-310 from book Prasanna Chandra)

International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment.

Case Studies in Indian Context only

Text Books

1. Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 2005, 3/e
2. Investments – ZviBodie, &Mohanty – TMH – 6th Edition, 2005
3. Investment Management – VK Bhalla (S.Chand& Co)

References

- Investment Analysis & Portfolio Management – Reilly – 8/e – Thamson / Cengage Learning.
- PunithavathyPandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2005

RISK MANAGEMENT

Course Code: P18MBA4F2CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of this course is to:

- ✓ To make students understand the different types of risks, derivative market and financial forward and future contracts.
- ✓ To understand the concept of hedging strategies using futures
- ✓ To help students in understanding the concept of options and futures contract.
- ✓ To help students in understanding, option pricing models, option trading strategies and to work out problems in these areas
- ✓ To make students understand the interest rates and instruments for hedging them.

Course Outcomes: The student will be able to:

- ✓ The student will be able demonstrate the understanding of different types of risks, derivative market and financial forward and future contracts.
- ✓ The student will be able to demonstrate the understanding of strategies used in forward and future market.
- ✓ The student will be able to demonstrate the understanding of options and futures contracts.
- ✓ The student will be able to determine the value of options using different option pricing models.
- ✓ The student will be able to demonstrate the application of interest rates and instrument used in market.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to derivatives: features - types- history - major markets dealing in derivatives - Financial derivatives management in India - Regulations of financial derivatives in India. Forward Markets: Pricing and trading mechanism - mechanics of futures market-types of futures - forward sources futures - functional of futures market -Specifications of futures contract. (vohra and bagri- chapter 1, 2)	10Hours
2	Hedging strategies using futures: determination of forward and futures prices -currency future index and stock futures - commodity futures (including forward marketing commissions regulations for commodity derivative, trading and settlements) (chapter 3 - vohra and bagri)	10 Hours
3	Merger Process Merger Process: Dynamics Of M&A Process- Identification Of Targets- Negotiation-Closing The Deal. Five Stage Model –Due Diligence (Detailed Discussion). Methods of Financing Mergers – Cash Offer, Share Exchange Ratio. Process of Merger Integration – Organizational And Human Aspects – Managerial Challenges of M & A. (Chapter 5, 6 & 11 of B Rajesh Kumar)	10 Hours
4	Valuation	11 Hours

Valuation Approaches and Methods – Discounted Cash Flow Valuation, Book Value Based Valuation, Valuation of Operating And Financial Synergy. Mergers as a Capital Budgeting Decision. Financing of Mergers- Exchange ratios. (Chapter 7 from B Rajesh Kumar, Problems-Refer Corporate Finance By AshwathDamodaran& Chapter 13 & 14 From RavindharVadapalli)

- 5 Accounting for Amalgamation & Legal And Regulatory Frame Work 11 Hours**
 Accounting for Amalgamation as per AS 14. Legal And Regulatory Frame Work of M & A – Provisions of Company’s Act 1956 and 2013, Indian Income Tax Act 1961 – SEBI Take Over Code. (Chapter 8 of B Rajesh Kumar & Chapter 7, 8, 9, 10, 11, & 12 of Prasad G Godbole)

Related case studies to be discussed.

Text Books

7. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/E
8. Mergers & Acquisitions –Text & Cases by B Rajesh Kumar- Tata McGraw Hill company
9. Mergers Acquisitions And Business Valuation – RavindharVadapalli – Excel Books, 1/E 2007
10. AshwathDamodaran – Corporate Finance-Theory And Practice – John Wiley & Sons
11. Mergers, Acquisitions & Corporate Restructuring By Prasad G Godbole – Vikas Publications.
12. Shukla & Grewal- Advanced Accounts Vol 2 – S.Chand& Sons, Recommended Book For Module-6

References

- Company Law & Practice – Taxmann – Recommended Book For Module-8
- Students Guides To I.T. Act 1969
- SudiSudarsanam – Value Creation From Mergers And Acquisitions – Pearson Education, 1/E, 2003
- Valuation For Mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
- Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: P18MBA4F3 CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of this course:

- ✓ To make students understand the different types of risks, derivative market and financial forward and future contracts.
- ✓ To understand the concept of hedging strategies using futures
- ✓ To help students in understanding the concept of options and futures contract.
- ✓ To help students in understanding, option pricing models, option trading strategies and to work out problems in these areas
- ✓ To make students understand the interest rates and instruments for hedging them.

Course Outcomes:

- ✓ The student will be able demonstrate the understanding of different types of risks, derivative market and financial forward and future contracts.
- ✓ The student will be able to demonstrate the understanding of strategies used in forward and future market.
- ✓ The student will be able to demonstrate the understanding of options and futures contracts.
- ✓ The student will be able to determine the value of options using different option pricing models.
- ✓ The student will be able to demonstrate the application of interest rates and instrument used in market.

Modules	Syllabus Contents	No. of Sessions
1	Introduction to derivatives: features - types- history - major markets dealing in derivatives - Financial derivatives management in India - Regulations of financial derivatives in India. Forward Markets: Pricing and trading mechanism - mechanics of futures market-types of futures - forward sources futures - functional of futures market -Specifications of futures contract. (vohra and bagri- chapter 1, 2)	10Hours
2	Hedging strategies using futures: determination of forward and futures prices -currency future index and stock futures - commodity futures (including forward marketing commissions regulations for commodity derivative, trading and settlements) (chapter 3 - vohra and bagri)	10Hours
3	Option basics: option terminology - distinction between options and futures contracts - properties of options - trading strategies involving options - hedging with options. Spreads & Combinations (chapter 5 vohra and bagri)	12Hours
4	Option pricing models: determinates of option price - Basic model - Binomial option pricing model - Black and Sholes option pricing model - Sensitivity of option premiums - delta, theta, Vega, Rho. (chapter 6 - vohra and bagri)	10 Hours
5	Interest rates: types of rates - measuring Interest rates - zero rates-	10 Hours

Bond pricing -forward rates - forward rate agreement – duration - Interest rate futures - Day count conventions - quotations for treasury bonds -Treasury bonds futures-Euro dollar future - duration based hedging strategies - Hedging portfolios of assets and liabilities - short term interest rate futures and long term interest rate futures. (chapter 4,6 – John c Hull)

Related case studies to be discussed.

Text Books

1. Options Futures & Other Derivatives- John C.Hull - (Pearson Education), 6/e, 2009

2. *Options & Futures- Vohra & Bagri - (TMH), 2/e, 2009*

References

- Derivatives & Financial Innovations – Bansal, TMH.
- Credit Risk Management – AnderwFight , 1/e, Elsevier.
- Financial Derivatives –Kumar S. S. S, PHI, 2007.
- Risk Management – Koteswar, HPH.
- Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt Ltd. 2011.

TAX MANAGEMENT

Course Code: P18MBA4F4CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours Per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Note: For the purpose of question paper the previous year as per I.T. Act will be the same as the academic year of the batch. Ex: For forth semester commencing in February 2017, the previous year is 2015-16

Course Objectives:

- ✓ To make students understand the overview of Income Tax Law in India
- ✓ To make students understand the basic concepts of income tax such as residential status, tax incidence
- ✓ To make students understand the income tax provisions involved in determination of income from salary, business and profession, capital gain and other sources
- ✓ To help students understand the determination of tax liability of partnership firms and companies
- ✓ To make students understand the provisions of Central Excise Act, Customs Act and Central Sales Tax and VAT (subject to revision in case of GST commences in any time between 2017-2019)

Course Outcomes:: The student will be able to:

- ✓ Exhibit an understanding of the Income Tax Law in India
- ✓ Identify the nature of Incomes and their tax incidence.
- ✓ Demonstrate the determination of income from salary, business and profession, capital gain.
- ✓ Demonstrate the determination of tax liability of Partnership firm and Joint stock companies.
- ✓ Exhibit a clear understanding of various provisions of Central Excise Act, Customs Act and Central Sales Tax and VAT (subject to revision in case of GST commences in any time between 2017-2019).
- ✓ Demonstrate the ability to draw meaningful conclusions about tax compliance of individuals, business firms and companies.

Modules	Syllabus Contents	No. of Sessions
1	Basic concepts: Assessment year, Previous year, Person, Assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India, Incidence of tax, Tax Planning, Tax Evasion, Tax Management. [Pg. no. 1-37, Income Tax by Dr. H.C. Mehrotra&Dr. S.P. Goyal] Income from salary (Basic problems excluding retirement) [Pg. no. 74-134, Income Tax by Dr. H.C. Mehrotra&Dr. S.P. Goyal], Income from House Property [Pg. no. 155-196, Income Tax by Dr. H.C. Mehrotra&Dr. S.P. Goyal] and Income from other sources (only theory) [Pg. no. 357-389, Income Tax by Dr. H.C.	10 Hours

Mehrotra&Dr. S.P. Goyal].

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|----------|--|-----------------|
| 2 | Income under capital gain , basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, slump sale, Exemptions U/s 54. Deduction u/s 80 for an individual.[Pg. no. 303-356, Income Tax by Dr. H.C. Mehrotra&Dr. S.P. Goyal] | 11 Hours |
| 3 | Income under the head Profit and Gains of Business or Professions and its computation- basis- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Both Theory & Problems).Problems on computation of income from business/ profession. Setoff and carry forward of losses (theory and problems)[Pg. no. 197-273, 402-428, IncomeTax by Dr. H.C. Mehrotra&Dr. S.P. Goyal] | 11 Hours |
| 4 | Computation of taxable income of a Company -Computation of taxable income of a company with special reference to MAT. Deduction available u/s 80 to a company. [Pg. no. 629-678, Income Tax by Dr. H.C. Mehrotra&Dr. S.P. Goyal] | 12 Hours |
| 5 | Central sales tax act - objects & provisions in brief (theory), VAT (Only basic Concept). Central excise, customs duty and Service Tax - Objects and provisions of the act in brief (theory) - goods, excisable, marketable Concept of CenVAT- customs- Basic definition, charge. (subject to revision in case of GST commences in any time between 2017-2019). | 08 Hours |

Case Studies in Indian Context only

Text Books

1. Income Tax – Dr. H.C. Mehrotra&Dr. S.P. Goyal – SahityaBhawan Publications, 37th edition, 2016-17
2. V S Datey – Indirect Taxes – Taxman Publications, 2010.

References

- Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, 2010.
- Managerial Economics : H .Craig Peterson ,W. Chris lewis, Sudhir K Jain.
- Managerial Economics – Varshney&Maheshwari – Sultanchand, 2003
- Indian Economy – Datt and Sundharam, 64th Edition, S Chand,
- Macro Economics: Theory and Policy – Vanitha Agarwal, 1/e,Pearson, 2010.

Elective 2 HUMAN RESOURCE MANAGEMENT **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Course Code: P18MBA 4H1CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To enable the basic understanding of fundamental concepts of IHRM, its special features and emergence.
- ✓ To make students aware about recruitment and selection processes in a global business corporation
- ✓ To make students understand the training and development and compensation management practices in MNCs.
- ✓ To make students aware about industrial relations issues and international HRM strategies.
- ✓ To help the students on the application oriented case analysis on IHRM

Course Outcomes:

- ✓ The Student will be able to demonstrate their conceptual understanding of fundamental concepts of IHRM, its special features and emergence.
- ✓ Demonstrate their conceptual knowledge of the recruitment and selection processes in a global business corporation.
- ✓ The students will demonstrate their conceptual knowledge of training and development and compensation management practices in MNCs.
- ✓ The students will demonstrate their conceptual skill of industrial relations issues and international HRM strategies.
- ✓ The Students will be able to apply their conceptual knowledge of the IHRM in real time problems.

Modules	Syllabus Contents	No. of Sessions
1	INDUCTION AND OVERVIEW: Meaning, Definition, objectives, the drivers of internationalization of business, Variables that moderate difference between domestic and international HRM; Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. Qualities of global manager, Challenges in IHRM, (Text Book 1 Peter & Dencie Chapter 1 Pg 4)	10Hours
2	EXPANDING ROLE OF IHRM: Expanding role of IHRM in international firms, International HRM Approaches: Ethnocentric approach, Polycentric approach, Regiocentric approach, Geocentric approach & its advantages & disadvantages, factors affecting the approach to IHRM. Stages of internationalization, Mode of Operation Linking HR to international expansion strategies. (Text Book 1 Peter & Dencie Chapter 1 Pg 4)	10Hours

- 3 INTERNATIONAL RECRUITMENT AND SELECTION: 12Hours**
 Recruitment function; head-hunters, cross-national advertising, e-recruitment; Executive Nationality Staffing Policies; Staffing approaches: its advantages & disadvantages, Staff selection criteria, Issues in staff selection, Women Expatriate, The expatriate problem, Reasons & cost involved in expatriate failure (Text Book 1 Peter & Dencie Chapter 4 Pg 83)
PERSONAL MANAGEMENT:
 Multinational Performance Management; Performance Management Constraints, variables associated with individual performance and appraisal, Criteria used for performance appraisal of individual employees, (Text Book 1 Peter & Dencie Chapter 10 Pg 231)
- 4 Training and development: 12Hours**
 Expatriate training (cross cultural training); Components of effective pre-departure training, Career Development, Developing international staff and multinational teams
Compensation: Objectives of international compensation, Approaches to International compensation.
Repatriation: Meaning, the Repatriation problem, The Repatriation process (Text Book 1 Peter & Dencie Chapter 5 Pg 117)
- 5 LABOR RELATIONS: 8Hours**
 Key Issues in international labor relations; labor relations in other countries Labor unions and International labor relations, managing people in an international context, overview of labour relations in other countries, Human resource issues in multinational (Social Dumping) Corporate social responsibility of MNCs. (Text Book 1 Peter & Dencie Chapter 9 Pg 209)

Case Analysis: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Text Books

1. International Human Resource Management – Peter J Dowling, Denise E Welch, Randall S Schuler – Thompson South Western Excel Books – 4th edition – 2005

References

- International Human Resource management – Dr Nilanjan Sengupta, Dr. Mousumi S Battacharya – Excel books – Revised Edition – New Delhi 2007
- International Human Resource management – P.L. Rao – Excel books 2008
- International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
- International Human Resource Management: Text and Cases By P. L. Rao, Excel Books, Reprint

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: P18MBA4H2CIE : 50 Marks

Credit Pattern: L: T: P = 4:0:0 = 4SEE: 50Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To make students understand OD concepts and Interventions and OD Model.
- ✓ To develop insight into systems theory, Group process and team building interventions.
- ✓ To enable students understand process consultation approach to change and person focused OD intervention.
- ✓ To develop understanding about OCTAPACE model for learning organizational climate dimensions and the application of OD in job design, self – managed teams and TQM.
- ✓ To apprise the students on the application oriented case studies in the field of Organizational Development.

Course Outcomes:

- ✓ The students will be able to demonstrate understanding and application of OD concepts and models for bringing in planned changes.
- ✓ The students will demonstrate to diagnose organizational problems

Modules	Syllabus Contents	No. of Sessions
1	MANAGING ORGANISATIONS CHANGE: Why Organizations change: Situational Reasons for change; Organizational Evolution and change cycle; The Process of Organizational change: A model of organizational change; Resistance to change; Force field analysis; Managerial options for implementing change: Top-Down Approach, Laissez-faire Approach ,Collaborative Approach . GUIDELINES FOR FACILITATING CHANGE: Unfreezing the system, Facilitating movement, Re-establishing the equilibrium; OD Interventions to implement organizational change . Understanding Organizations :Madhukar Shukla P189-211	10 Hours
2	Conceptual framework of OD : Overview of the field of OD, Definitions of OD, History of OD, values, assumptions and beliefs in OD, characteristics of OD, Techno structural approach – socio technical system. Wendell L French, Cecil H & Bell Jr. -P1-35 An overview of OD interventions: Process of OD, steps in OD, types of OD interventions- Wendell L French, Cecil H & Bell Jr P-97-98 Classification of OD interventions, OD cube-B98-101 Organizational Diagnosis, Weisbord's (Six Box) model for organizational diagnosis,-Wendell L French, Cecil H & Bell Jr. P-	10 Hours

- 76-78.
Diagnostic tools and their appropriate usage in the diagnostic process, Bechkard's confrontation meeting.-Wendell L French, Cecil H & Bell Jr. P-66-76.
- 3** Theory and Management of OD: Systems theory-Wendell L French, Cecil H & Bell Jr. P-49-54. **10Hours**
Participation and empowerment, empowerment & commitment.-Wendell L French, Cecil H & Bell Jr. P-54-56.
Teams and team work, Broad team – building interventions, A gestalt approach to team building, techniques and tools used in team building.-Wendell L French, Cecil H & Bell Jr. P-56-57; P-119-120.
Parallel learning structures-Wendell L French, Cecil H & Bell Jr. P-57-58.
A Normative re – educative strategy of changing.-Wendell L French, Cecil H & Bell Jr. P-58-59.
Process of consultation approach to change.-Wendell L French, Cecil H & Bell Jr. P-118-119.
Action research, a process and an approach, history and varieties of action research, example of action research in OD.-Wendell L French, Cecil H & Bell Jr. P-88-95
Third-party peacemaking interventions.Wendell L French, Cecil H & Bell Jr.P-136-137
Organization Mirror interventions.Wendell L French, Cecil H & Bell Jr. P-137-138
Partnering-Wendell L French, Cecil H & Bell Jr. P-138-139
Survey Feedback, Systems 1 – 4T-Wendell L French, Cecil H & Bell Jr. P-150-155
Grid organization development- Wendell L French, Cecil H & Bell Jr. P-155-157
- 4** Organizational climate – OCTAPACE Model of climate survey.Training Based OD Interventions: **10 Hours**
Applied behavioural science, T-Group-Wendell L French, Cecil H & Bell Jr. Wendell L French, Cecil H & Bell Jr. P-182-185
Behavioural modelling-Wendell L French, Cecil H & Bell Jr. P-186-187
Life and career planning-Wendell L French, Cecil H & Bell Jr. P-187-189
Coaching and mentoring-Wendell L French, Cecil H & Bell Jr. P-189
Instrumented training-Wendell L French, Cecil H & Bell Jr. P-190
Role efficacy lab (REL) P 191-193
- 5** **Structural Interventions and the applicability of OD:**Wendell L French, Cecil H & Bell Jr. P-64-176 **12 Hours**
Socio technical systems
Self managed teams :Problems in implementation

Work Design
MBO And Appraisal
Quality circles , Quality of work Life Projects
Parallel Learning Structure
Physical settings and OD
Total Quality Management
Reengineering
The Self Design Strategy
High Involvement and High Performance work systems
Large scale change & Organizational Transformation

Case Studies in Indian Context only

Text Books

1. Understanding Organizations : Madhukar Shukla- PHI – 2009
2. Wendell L French, Cecil H & Bell Jr. – Organizational Development – Behavioural Science Interventions for Organization improvement (6e) – Pearson Education Asia, 1999

References

- Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 3/e
- Organization Behaviour –P.G.Aqinas-Excel Books-2008

TRAINING AND DEVELOPMENT

Course Code: P18MBA4H3CIE : 50 Marks

Credit Pattern: L: T: P = 4:0:0 = 4

SEE: 50Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ To enable the student to understand the concept of training and development and training need analysis;
- ✓ To make the student to get an insight into training design and various methods adoptable in training programmes,
- ✓ To discuss various training techniques and audio visual enhancements helpful in making a training programme effective and apply them in their seminar presentations.
- ✓ To throw light on training program implementation, facilities management and approaches to evaluation and audit of training program
- ✓ To apprise the students on the application oriented case studies in the field of Training and Development

Course Outcomes:

- ✓ Demonstrate their conceptual Skills in understanding benefits of training, training need assessment and compare training and development.
- ✓ Demonstrate conceptual Skills and application of designing training programme and apply the same to business situations.
- ✓ Demonstrate their conceptual Skills in various training techniques and methods and to analyze target audience to identify typical style and needs.
- ✓ Demonstrate conceptual understanding of evaluation of training.
- ✓ Demonstrate the ability in applying the training and development concepts learnt to analyze a case let

Modules	Syllabus Contents	No. of Sessions
1	<p>Introduction; Training Role & Relevance; Definition of Training; Training & Development; Training & HRD; Scope & Objectives Of Training; Beneficiaries & Problems of Training; Future Trends ;Role & Responsibilities of Training. [Page no from 1-16 Dr.B.Janakiraman]</p> <p>Analysis of Training Needs: Organization Support For Training Needs Assessment; Organizational Analysis; The Triggers for Training; Methods and Techniques of Training Needs Assessment; Assessment Methods ; Methods through which Training Needs are Identified; why conduct a Training Needs Analysis? When to Conduct a TNA; Where to Look for Performance Discrepancies; Operational Analysis; Gathering TNA Data; Outcomes of TNA; Feedback; Obstacles in the systems; Training Needs Assessment Process; Approaches of TNA; Organizational Analysis; Operational Analysis(Job Analysis). [Page no from 17-38 Dr.B.Janakiraman]</p>	9Hours
2	TRAINING DESIGN:	14 Hours

Chapter Outline; Important Considerations while Designing a Training Program; Factors Affecting Training Design; Constraints in the Design; Organizational/Environmental Constraints; Budgeting for Training; Types of Costs involved in Training Programs; Developing Objectives; Types of Training Objectives; Facilitation of Learning; Expectation of Learning; Expectations towards Training; Expectancy Theory Implications; Implication from Conditioning and Reinforcement (The environment); Focus on Training Design; Focus on Training; Factors influencing Transfer of Training; Conditions of Practice; Facilitation of Transfer (Focus on Organizational Intervention); Design Theory; Outcomes of Design; Identification of Evaluation Objectives; Identification of Alternative Methods of Instruction; Identification of Needs; Establish Training Objectives; Identifying Training Objectives; Wordings realistically; Sequencing. **[Page no from 39-66 Dr.B.Janakiraman]**

LEARNING:

Chapter Outline, Definition, Nature of Learning, Learning Principles, Components of Learning Process; Elements of Learning Process, Training/Teaching Organization, Trainer/Teacher, Technology of Training, Building Effective Instructions, Context-specific Learning, Hierarchy of Learning, Kolb's Learning Cycle, Incorporating Learning Principles, Feedback, Functions of Feedback, Making Feedback Effective, Principles of Successful Feedback System in Training, Trainer Issues, Theories of Motivation, Conditions of Transfer of Learning. **[Page no from 67-81 Dr.B.Janakiraman]**

TRAINING PROCESS:

Chapter outline; Designing the Training program; Elements of Program design; Stages in Designing a Structure; Stages in Designing a Structure; Key Factors in Designing and Developing of a program; Important Considerations while Designing the Training program; Training Implementation; Training Policy; Training plan: Internal or External Resources. **[Page no From 83-94 Dr.B.Janakiraman]**

3

TRAINING METHODS:

9 Hours

Chapter Outline; Types of Training; On-and Off-the-Job Training; Training Approaches; Training Method; Definition; Classification of Training Methods and Methodologies; Selecting the Best Method; Important Training Methods; Lecture or Presentation Method; Group Discussion Method; Case Study Method; Incident Process Method; Role-Play Method; Management Game Method; In-Basket Exercise Method; Conference Method; Seminar Method; Demonstration Method; Sensitivity Training Method; Outbound Learning Method; Computer-based Training Method; Satellite Based Training Method; Field Trip Method of Training; **[Page no**

from 95-152 Dr.B.Janakiraman]

- 4 IMPLEMENTATION OF TRAINING: 12 Hours**
Chapter Outline; Logistical Arrangements; Physical Arrangements; Implementation of Training; Tips for Trainers for Effective Implementation; Classroom Management; Training Policy; Factors influencing Training Policy; Contents of Training Policy; Advantages of Training Policy. **[Page no from 153-171 Dr.B.Janakiraman]**
- TRAINER'S SKILLS AND STYLES:**
Chapter Outline; Competence of Trainer; Communication Skill; Questioning Skills; Making the Questioning Technique Effective; Body Language and Gestures; Handling Difficult Situations; Creativity Skill; Technical Skill; Interpersonal Skill; Self Development and Self-Awareness; Managerial Skills; Designing Skills; Humour; Strategies for using Humour; Integrity; Transparency; Resilience; Credibility; Rapport Building; Rapport Building Strategies; Techniques for Building Rapport with Trainees; Confidence; Feedback Sensitivity; Functions of Feedback; Trainer's Style. **[Page no from 173-209 Dr.B.Janakiraman.]**
- 5 The Future Of Training and Development: 8 Hours**
Training for sustainability, Increased use of new technologies for training delivery, Increased demand for training for virtual work arrangements, Increased emphasis on speed in design, focus in content, and use of multiple delivery methods, Increased emphasis on capturing and sharing intellectual capital, Increased use of true performance support, Increased use of training partnership and outsourcing training. **[Page no from 537-546 Raymond A Noe]**

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Text Books

1. Dr.B.Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005.
2. Raymond A Noe ,Employee Training and Development ,TATA McGraw Hill ,2008.

References

- P. Nick Balachand ,Effective Training Systems ,Strategies, and Practices Pearson Education, 2009

PERSONAL GROWTH & INTER-PERSONAL EFFECTIVENESS

Course Code: P18MBA 4H4CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of this course is:

- ✓ To enable basic understanding of personal growth concepts.
- ✓ To make students develop conceptual knowledge of pedagogy, adult learning process, creativity processes, and tools for effectiveness in interpersonal behavior like FIRO-B and Johari Window
- ✓ To apprise the student perception process, personality formation, intra individual conflicts, Life positions, and Transactional Analysis
- ✓ To develop fundamental understanding of Emotional Intelligence and to emphasize on cultivation of seven habits for success
- ✓ To enable students to apply personal growth and interpersonal effectiveness concepts to practical life situations through case analysis.

Course Outcomes:

- ✓ The Student will be able to demonstrate understanding of Concepts in personal Growth and interpersonal effectiveness.
- ✓ Students will develop insights into one's own personality and capability to visualize a personal growth plan.
- ✓ Students will show an understanding of important interpersonal tools like Johari window, FIRO – B, Transactional Analysis, and Life Positions.
- ✓ Students will demonstrate Emotional intelligence, Develop Positive Attitude, Right Beliefs and Good Habits to enhance personal change.

Modules	Syllabus Contents	No. of Sessions
1	Personal Growth – Meaning, Concepts of Personal Growth, Self awareness, Role, Role efficacy, Role stress, Nature of values and attitudes , Job satisfaction, Job involvement, Organizational commitment. Impression Management: First Impression, Types of impression management, Tactics of impression management, Techniques of impression management. (Text Book 3 Ruchi Chapter 2 Pg 17)	10Hours
2	Personal effectiveness: Personality – Meaning, Definition, Formation of personality . (Text Book 2 Robbin Chapter 5 Pg 154) Personality Theories: Carl Jung's theory of personality types and Myers Briggs type Indicator (MBTI) Trait theories – Guilford Peugeot. Pedagogy and Androgogy: Meaning, differences. Adult learning process. (Text Book 2 Robbin Chapter 4 Pg 110)	12 Hours
3	Interpersonal relations and personal growth , Interpersonal needs,	10Hours

Individuals and organization, individual and inter-personal behavior, Assertive Behavior

Motivation and behaviour

FIRO–B and Johari Window.(Text Book 3 Ruchi Chapter 1 Pg 1)

Perception: Meaning, Definition, Perception process.

Conflict : Nature of conflict, Levels of conflict, Source of conflict, Effects of conflict.

- 4 Transactional Analysis,** Ego status, Types of Transaction, Life position, (Text Book 1 JWN Chapter 4 Pg 110) **12Hours**

Nurturing Relationships: Meaning of relationship, Changing concepts and roles in relationships, Relationship with self – Self concept, Self acceptance, self esteem, self confidence, Power of self talk. Relationship with others – Cultivating open communication, Adjustments, compromises, give and take, empathy& Prioritization.

- 5 Emotional Intelligence – Nature and Scope – Working with emotional intelligence – self mastery – people skills – Emotionally intelligent organization.** (Text Book 1 JWN Chapter 8 Pg 272) **8Hours**

Habits Of Highly Effective People: Social adjustments and habit formation. Habits of personal effectiveness, Seven habits of highly effective people.

(Reference Books The Seven Habits of Highly Effective People by Stephen R Covey, Simon & Schuster)

Case Study: Compulsory question for 20 Marks. Discussed from Module 1 to Module 5

Text Books

1. Organizational Behaviour – Human Behaviour at work – by John.W.Newstrom and Keith Davis – Tata McGraw Hill, 12/e, 2003
2. Organizational Behaviour – Concepts, controversies and applications – Stephen P Robbins – Prentice Hall International, 13/e
3. Ruchi Srivastava – Personal growth & training & development.

References

- Wallace & Masters Personal Development for Live and Work, Thomson Learning, 8/e, 2004
- Emotional Intelligence – Daniel Goleman, Bantam Books.
- The Seven Habits of Highly Effective People by Stephen R Covey, Simon & Schuster.
- Development of Management Skills - Whetten& Cameron, 7/e, PHI.
- Human Relations in organizations - Robert N. Lussier, 6/e, McGraw Hill Education.
- Understanding OB - UdaiPareek, Oxford University Press.

- Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
- Training in interpersonal Skills- Stephen Robbins, Pearson Education.

Elective 2 MARKETING MANAGMENT **INTERNATIONAL MARKETING MANAGEMENT**

Course Code: P18MBA 4M1CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives:

- ✓ Provide students aware about international marketing strategies.
- ✓ To understand the knowledge and inputs about international marketing.
- ✓ Understanding the concepts of international planning and dimensions of marketing mix.
- ✓ To help students on application of theoretical concepts to case studies from MNCs.

Course Outcomes:

- ✓ The students aware about the challenges of positioning the same product or service in different cultural markets.
- ✓ The students will demonstrate their conceptual knowledge of Pricing decisions and product & services in international marketing.
- ✓ To demonstrate their conceptual skill of analyzing global marketing channels, distribution and logistics management.
- ✓ To anticipate problems and take proactive steps.

Modules	Syllabus Contents	No. of Sessions 12 Hours
1	Framework of international marketing: Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies Cultural Dynamics in Assessing Global markets: Definition and origin of culture, Elements of culture, Cultural knowledge, Cultural change, Consequences of innovation. (International Marketing - Cateora, Gilly& Graham, Chapter 1& 4 Pg 2 & 94)	
2	Developing a global vision through marketing research: Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating	10 Hours

with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

Global marketing management – 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 Products for consumers in global markets – product development – product adaptation – product standardization – marketing of services – green marketing and product development. (International Marketing - Cateora, Gilly& Graham, Chapter 8, &12 Pg 218 & 330)

3 Products and services for consumers:

10 Hours

Quality – products and culture – analyzing product components for adaptation– marketing consumer services globally – brands in international markets

Products and services for businesses Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context (International Marketing - Cateora, Gilly& Graham, Chapter 13 & 14 Pg 358 & 392)

4 Pricing decisions:

10 Hours

Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation– INCO terms – preparation of quotations.

International distribution

International marketing channels – distribution patterns – alternative middlemen choices – factors affecting choice of channels – surface vs. air transportation – advantages and disadvantages – marine transportation – warehousing, Market entry strategies

International Retailing: (Refer to “International Marketing” – Dana Nicoleta – Biztantra – chapter 12) International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

(International Marketing - Cateora, Gilly& Graham, Chapter 15 & 18 Pg 418 & 520)

5 Personal selling and sales management

10 Hours

Designing the sales force, Recruiting marketing and sales personnel, Selecting sales and marketing personnel, Training for international marketing, motivating sales personnel, designing compensation systems, Evaluating and controlling sales representatives, preparing U.S personnel for foreign assignments, developing cultural awareness,

foreign-language skills(Text Book 1Cateora Chapter 17 Pg 589)

Promotion Decisions Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing.

(International Marketing - Cateora, Gilly& Graham, Chapter 16 &17 Pg 452 & 494)

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Text Books

12. Cateora, Gilly& Graham, International Marketing, 15/e, TMH, 2014.
13. Warren Keegan, Global Marketing Management, Pearson / PHI, 7th Edition.

References

- Rakesh Mohan Joshi, International Marketing, Oxford, 2004.
- Varshney, Bhattacharya, S Chand & Co. International Marketing ,
- Dana, Nicoleta, Lascu, International Marketing, Biztantra, 2003.
- R Srinivasan, International Marketing, PHI, 3rd Edition.
- Philip R Cateora, Graham and Salwan, International Marketing, New Delhi, McGrawHill Education,2013.
- SakOnkvisit, Johnshaw, International Marketing: Analysis And Strategy, Pearson Education/PHI, 3rd Edition, 2013.
- Varshney, and Bhattacharya, International Marketing, S Chand & Co.
- Francis Cherunillam, International Marketing, HPH, 7th Edition, 2004.
- Michael Czinkota, & others International Marketing, Thomson, 7th Edition, 2004.
- J P Jeannet, and A D Hennessey, Global Marketing Strategies, Biztantra, 6th Edition, 2005.
- Pierre David, International Logistics, Biztantra, 2004/05.

STRATEGIC BRAND MANAGEMENT

Course Code: P18MBA 4M2CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is to make the student to familiar with the Branding concepts. In detail:

- ✓ To make students aware of steps in brand building
- ✓ To make students aware of brand positioning techniques
- ✓ To develop student skills in measuring and interpreting brand performance
- ✓ To make students aware of designing and implementation of brand strategies
- ✓ To discuss case studies, to show the application of various concepts

Course Outcomes: The student will be able to

- ✓ Identify the steps in brand building
- ✓ Use techniques for brand positioning
- ✓ Measure and interpret brand performance
- ✓ Design and implement brand strategies
- ✓ Analyze and suggest solutions for brand problems

Modules	Syllabus Contents	No. of Sessions
1	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 (Case study) (Page No: 1 to 43)	10 Hours
2	Customer Based Brand Equity: Customer Based Brand Equity- Meaning, Model of CBBE, Brand Equity as a “Bridge” 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. Customer Relationship Management (CRM) Brand Positioning: Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding, Brand Audits (Page No: 47 to 132)	10 Hours
3	Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements- Brand name, Naming guidelines, Naming procedure, Awareness,	10 Hours

Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, and Packaging. (Page No: 139-174)

Leveraging secondary brand associations to build brand equity: Conceptualizing the leverage process-Company-Country of Origin-Channels of Distribution-Co-Branding-Licensing-Celebrity Endorsement-Sporting, cultural or other events-Third-party sources (Page No: 279 to 307)

- 4 Measuring & Interpreting brand performance:** Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems. **12 Hours**

Measuring Brand Equity: Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, Marketing based comparisons- Conjoint Analysis, Holistic methods. (Page No: 315 TO 427)

Designing and implementing Brand Strategies: Brand Architecture-Brand-Product matrix, Brand Hierarchy- Kapferer's Branding Systems, Building Brand Equity at different hierarchical levels, Brand Personality-Meaning & Definition, Types of Brand personalities, Elements of Brand personality, Brand Image-Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity

- 5 New Products and Brand Extension:** Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Consumer's Evaluation of Brand Extensions & Opportunities Managing Brands over Time – Reinforcing Brands-Revitalizing Brands (Page No: 432 TO 522) **10 Hours**

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organisation for a global brand, pathways to globalization. (Page No: 588 TO 624)

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Text Books

14. Strategic Brand Management, Building Measuring & Managing Brand Equity – 3rd Ed Phi / Pearson Education – Kevin Lane Keller, M.G. Parameswaran, Isaac Jacob

References

- Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
- Brand Imitations – Dr S SKaptan, Dr S Pandey – HPH, 1/e, 2004

INTEGRATED MARKETING COMMUNICATIONS

Course Code: P18MBA 4M3 CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 4 Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is to make the student to familiar with the advertising and communication concepts.

In detail

- ✓ To make student aware of the role of IMC in marketing
- ✓ To develop students skills in setting objectives and budgeting IMC
- ✓ To make student aware of the IMC program development process
- ✓ To develop student skills in monitoring and evaluating IMC program
- ✓ To discuss the case studies and show how the concepts can be applied

Course Outcomes: The student will be able to

- ✓ explain the role of IMC in marketing
- ✓ choose appropriate objectives and budgeting techniques
- ✓ contribute to the IMC program development
- ✓ monitor and evaluate an IMC program
- ✓ apply IMC concepts to a given business communication case.

Modules	Syllabus Contents	No. of Sessions
1	<p>Role of IMC in marketing process: IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. (Pg no:35-50, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)</p> <p>Advertising:Purpose, Role,Other Categories of Advertising (Pg no: 7, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007),</p> <p>Functions (Pgno:12, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007),</p> <p>Types (Pgno:13, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007),</p> <p>Advertising Vs Marketing mix (Pgno:19, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007),</p> <p>Advertising appeal in various stages of PLC(Pgno:24, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)</p>	09 Hours
2	<p>Advertising Agency :Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.(Pgno:53-63, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)</p> <p>Advertising objectives and Budgeting:Goal setting – DAGMAR approach, Various budgeting methods used.(Pgno:139-153,</p>	09 Hours

- Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna-Excel Books 2007)
- 3 Media planning:** Developing Media plan, Problems encountered (Pgno:183-194, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007), **11 Hours**
- Media Evaluation** - Print, Broadcast media(Pgno:209-220), Support media in advertising(Pgno:200-206, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007).
- Media strategy:**Creativity, Elements of creative strategies and its implementation(Pgno:156-170, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007), Importance of Headline and body copy(Pgno:174-179,Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007).
- Direct Marketing:**Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.(Pgno:229-240, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)
- 4 Sales Promotion:**Meaning, Importance, **Major Promotion Tools**, **11Hours**
Conventional/unconventional, drawbacks, push pull strategies Co-operative advertising, Integration with advertising and publicity (Pgno:243-251, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007),
- Public relation/ Publicity:** - Meaning, Objectives, tools of public relations, Publicrelation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.(Pgno:271-291, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)
- Monitoring, Evaluation and control:**Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.(Pgno:321-335, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)
- Event Management:**Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events (Pgno:255-268, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007).
- 5 International Advertising:**Global environment in advertising, **12 Hours**
Decision areas in international advertising (Pgno:375-384, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna-Excel Books 2007)
- Internet advertising:**Meaning, Components, Advantages and Limitations, Types of Internet advertising .(Pgno:305-316, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna-Excel Books 2007)
- Industrial advertising:**B 2 B Communication, Special issues in

Industrial selling.(Pgno:357-370, Advertising- “An IMC Perspective”- S N Murthy/ U Bhojanna- Excel Books 2007)

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Text Books

15. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 6/e, 2003
16. Advertising ‘An IMC Perspective’ - S.N.Murthy/U.Bhojanna - Excel Books, 2007

References

- Advertising & Integrated Brand Promotion, O’Guinn, Allen, Semenik, 4/e, Thomson, 2007
- Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e.

RETAIL MANAGEMENT

Course Code: P18MBA 4M4CIE : 50 Marks

Credit Pattern: L: T: P = 4:0:0 = 4

SEE: 50Marks

No. of Hours per Week: 4Exam Duration: 03 Hours

Total Numbers of Hours: 52

Course Objectives: The objective of the course is:

1. To make students aware of personal selling and quota management
2. To make students aware of retail store management concepts
3. To develop student skills in planning for Location and layout of the store
4. To make students aware of the merchandise management concepts

Course Outcomes:

1. The student will be able to systematically approach personal selling and sales targets
2. The student will be able to explain the basics of retail store management
3. The student will be able to systematically choose a location and layout of the store
4. The student will be able to explain the concepts related to merchandise management

Modules Syllabus Contents

**No. of
Sessions**

- | | |
|----------|--|
| 1 | Retail Management: Introduction, meaning(Pg no:2, Text book 1), Characteristics(Pg no:11 Text book 1), Retail industry in India(Page 9 Retail Management By Chethan Bajaj), role of retailing(Pg no:15, Text book 1) Trends in Retail formats (Pg no:24, Text book 1), Retail Strategy (Pg no:30, Text book 1) The Changing face of Retailing (Pg no:34, Text book 1)
Retailing in India: Emergence of Organized retailing (Pg no: 120, Text book 1), Traditional retail formats(Pg no:123 to 131, Text book 1), Retailing in rural India, Retail outlets within villages, Periodic markets, Retail strategy with respect to specific product categories- Food, Restaurants, Health and beauty product, Home furniture and household goods, Clothing and foot wear, Durable |
|----------|--|

12 Hours

- goods, Petro retailing in India, Retail Banking, Leisure Industry, Challenges in Retail Business in India (Pg no:135 to 191, Text book 1)
- 2** Retail Market segmentation: Introduction to Market segmentation, **10 Hours**
 The Benefits of Market segmentation, Criteria for effective segmentation, Dimensions of segmentation-
 Geographic/Demographic/psychographic/Behavioral segmentation, customer profiles, Survey of buyers intentions.(Pg no:257-289, Text book 1)
 Retail Location strategy: Importance of Location decision, Levels of Location decision and its determining factors, Types of retail location, Types of consumer goods and location decision, Site selection analysis. (Pg no: 296 to 325, Text book 1)
 Selection of a Particular Shopping Centre or Market Area. (Pg no: 326 to 329, Text book 1)
- 3** Product and Merchandise Management: Role of Product **10 Hours**
 management in Retail business, The Product selection process, Brand management and retailing, Significance of own branding, Merchandising management, Merchandise budget, Product life cycle. (Pg no: 345 to 360, Text book 1), Consumer characteristics that influence the merchandise plan, Influence of competitive factors on merchandise plan, Dimensions of merchandise line, Model stock plan, Constraining factors, Budgetary/selling space/Turnover/Market environments constraint, Types of suppliers, Criteria selection of suppliers, Category management, Merchandising management planning in various retail segments, Financial objectives of Merchandising (Pg no:366, 368, 369, 372 to 389, Text book 1)
 Store layout, Visual Merchandising, Store space management (Pg no:418, 423, 435, Text book 1)
- 4** Retail Pricing: External influences on retail pricing strategy (Pg no: **10 Hours**
 456, Text book 1), Retail pricing strategies, (Pg no: 479-492, Text book 1)
 Retail promotion strategies: Communication methods (Pg no:515, Text book 1), Objectives of sales promotion, Supplier-originated sales promotions, Point of purchase, Advantages of sales promotions, Steps in designing retail sales promotions (Pg no:544 to 555, Text book 1)
 Objectives of Personal selling, Types of personal selling, Publicity, Types of publicity (Pg no:557 to 565, Text book 1)
- 5** Relationship Marketing in retailing: **10 Hours**
 Evolution of Relationship Marketing, Relationship marketing Strategies, Personalization, Special treatment benefit, Communication benefits, rewards, Relationship marketing in the organized vs Unorganized retail sector, Customer service in

retailing, Customer service managing gaps between expectations and performance, Loyalty programs, Classification of loyalty programmes, (Pg no:575 to 616, Text book 1)

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Text Books

1. Retail Management By Chethan Bajaj, Rajnish Tuli, Nidhi Srivastava, Oxford Publications

References

1. Swapna Pradhan, 2/e, 2007 & 2009, TMH
2. Retail Management by Micheal Levy, Barton A Weitz, Ajay Pandit