

# Syllabus of Master of Business Administration

(With effect from 2012-13)

## MBA



**Visvesvaraya Technological University,  
Belgaum**

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## **Regulations Governing**

### **THE MASTER OF BUSINESS ADMINISTRATION**

#### **OMB 1 TITLE OF THE COURSE**

OMB 1.1 The course shall be called Master of Business Administration course which is abbreviated as MBA.

#### **OMB 2 DURATION OF THE COURSE**

OMB 2.1 The MBA course shall be of two years' duration, extended over four semesters.

OMB 2.2 The candidates shall be allowed a maximum of four years (8 semesters) of duration to be eligible for the award of MBA degree, failing which he / she shall have to register once again as a fresh candidate.

#### **OMB 3 ELIGIBILITY FOR ADMISSION**

OMB 3.1 Admission is open, to the Master of Business Administration Course, to all the candidates who possess a Bachelor's Degree of minimum three years' duration recognized by this university or who have passed any other examination recognized by this university as equivalent thereto.

OMB 3.2 The candidates shall have passed the prescribed qualifying examinations with not less than 50% of the marks in aggregate of all the years / semesters of the degree examinations. However, in the case of candidate belonging to SC/ST and any other groups classified by the Government of Karnataka for such purpose from time to time, the aggregate percentage of marks in the qualifying examinations shall be not less than 45%.

OMB 3.3 Government seats and Management seats in colleges shall be filled as per the Government Order issued from time to time in this regard.

OMB 3.4 All graduates other than the graduates of VTU shall have to obtain Eligibility Certificate from the VTU to seek MBA admissions in any of the colleges affiliated to VTU.

OMB 3.5 The Calendar of events in respect of the course shall be fixed by the University from time to time.

#### **OMB 4 ATTENDANCE REQUIREMENT**

OMB 4.1 Each semester of the course shall be treated as a separate unit for calculation of the attendance.

OMB 4.2 A candidate shall be considered to have satisfied the attendance requirement if he / she has attended not less than 85% of the classes in each subject of the respective semesters (Theory, Seminars, Practical Training, etc) actually conducted up to the end of the semester.

OMB 4.3 A candidate, who does not satisfy the attendance requirement, mentioned as above, shall not be eligible to appear for the Examination of the semester and shall be required to repeat that semester along with regular students during the subsequent year.

OMB 4.4 If a candidate, for any reason, discontinues the course after the first / third semester he / she may be permitted to register for the second / fourth semester, after one year with the immediate subsequent batch, subject to the condition that he / she shall complete the class work and seminar including the project / internship within maximum stipulated period of four years from the date of commencement of the course.

OMB 4.5 The Principals of the concerned Colleges shall display regularly, the list of such candidates who fall short of attendance, on the notice boards.

OMB 4.6 The list of the candidates falling short of attendance shall be sent to the University at least one week prior to the commencement of examination.

## **OMB 5 INTERNAL ASSESSMENT**

OMB 5.1 Each candidate shall obtain not less than 50% of the marks prescribed for the Internal Assessment of each subject, including seminars.

OMB 5.2 Internal Assessment Marks shall be based on assignments / tests / oral examinations / Practical Components and seminar conducted in respective subjects.

OMB 5.3 Candidates obtaining less than 50% of the Internal Assessment marks in any subject shall not be eligible to appear for the examination in that subject. However, the Head of the Department may arrange for the improvement of Internal Assessment marks in the subject / subjects in subsequent semesters and the candidate be provided an opportunity for taking the examination at the end of the immediate subsequent semester to fulfill the provisions of OMB 5.1.

OMB 5.4 The student shall write the Internal Assessment Test in Blue Books which shall be maintained by the Principal for at least one month after the announcement of result for verification by the University Officials.

OMB 5.5 Every sheet of Internal Assessment marks list shall bear the signatures of the concerned Teacher, Head of the Department and the Principal of the Institution.

OMB 5.6 The Internal Assessment marks list shall be displayed on the Notice Board and corrections, if any, shall be incorporated before sending to the University.

OMB 5.7 No corrections of the Internal Assessment marks shall be entertained after the submission of marks list to the University.

## **OMB 6 PAPER SETTING AND EVALUATION OF THEORY ANSWER PAPER**

OMB 6.1 Question papers in theory subjects shall be set by the Examiners appointed for that purpose by the University.

OMB 6.2 There shall be double valuation of theory papers in the University Examinations. The Answer Papers shall be valued by two examiners appointed by the University.

OMB 6.3 If the difference between the marks awarded by the two Examiners is not more than 15 per cent of the maximum marks, the marks awarded to the candidate shall be the average of two evaluations.

If the difference between the marks awarded by two examiners is more than 15, the script shall be evaluated by a third examiner. The average of marks of nearest two valuations shall be considered as marks secured by the candidate. However, if one of the three marks falls exactly midway between the other two, then the highest two marks shall be taken for averaging.

## **OMB 7 INTERNSHIP (PROJECT WORK)**

OMB 7.1 All the candidates shall undertake an Internship (Project Work) of twelve weeks' duration during the fourth semester. The Internship should have industry orientation and the work should be certified by the concerned organization where the student has undertaken the Internship.

OMB 7.2 The Internship report shall be submitted by the students as per the guidelines prescribed by the university from time to time.

OMB 7.3 For the Project work (Internship), the Internal Guide shall carry out the internal assessment for 100 marks.

OMB 7.4 An external examiner shall separately value the Internship report for 100 marks. A Viva voce examination for 100 marks shall be jointly conducted by a panel of examiners consisting of an external and internal examiner. This examination has to be conducted in batches of 5 students. The Internship marks will be included in the 4<sup>th</sup> semester scheme.

OMB 7.5 A candidate shall secure a minimum of 50% of marks in aggregate (in the internal assessment, evaluation of Internship report and viva voce examination). In the event of his failing to secure the 50% marks, he shall have to re-do the Internship.

#### **OMB 8 ELIGIBILITY FOR PASSING**

OMB 8.1 There shall be a university examination at the end of each semester.

OMB 8.2 A candidate shall obtain a minimum of 40% of marks in the University Examination and a minimum of 50% of marks in the aggregate including the Internal Assessment marks for passing in a theory subject. The passing marks in the internship shall be as provided under OMB 7.5 and 8.4.

OMB 8.3 There shall be no restriction for promotion of a candidate from the first semester to the second semester and from the third semester to the fourth semester provided he/she has fulfilled the attendance requirement as per OMB 4.2.

OMB 8.4 A candidate who has not failed in more than four heads of passing from the first and second semester put together shall be eligible for promotion from the second semester to the third semester.

#### **OMB 9 AWARD OF CLASS & RANK**

OMB 9.1 The candidates, who have passed in all the subjects of all four semesters and in the internship, shall be declared to have passed the course.

OMB 9.2 Classes shall be awarded to the candidates who have passed in all subjects at each semester on the aggregate marks obtained by them in the first attempt at the respective semester.

OMB 9.3 A candidate who secures 70% and above marks in aggregate in first attempt shall be declared to have passed in first class with distinction.

OMB 9.4 A candidate who secures 60% or more marks but less than 70% in aggregate in first attempt shall be declared to have passed in first class.

OMB 9.5 A candidate who secures 50% or more marks but less than 60% in aggregate in first attempt shall be declared to have passed in second class.

OMB 9.6 Classes shall be awarded at the degree level to the candidates who have completed the Course based on the first attempt aggregate of all four semesters taken together.

OMB 9.7 The number of ranks declared at degree level shall be 10 or 1% of students appeared for examination whichever is less. The ranks shall be declared on the basis of the aggregate marks of all the four semesters taken together, provided the candidates has passed in all these four semesters in first attempt only.

#### **OMB 10 SPECIALISATION OF STREAMS**

OMB 10.1 A student may opt for any one of the specialization streams.

OMB 10.2 Every student shall be required to take four papers in the specialization stream in the third semester and four in the fourth semester.

#### **OMB 11 REJECTION OF RESULTS**

OMB 11.1 A candidate may at his / her desire reject his / her latest semester results of University Examination with respect to all subjects of that particular semester examination. Rejection of result of individual subjects shall not be permitted. Rejection shall be permitted only once during the entire course. Provided that earlier sessional marks of the rejected semester shall be retained. Provided further that in 4<sup>th</sup> semester the rejection shall not include Internship Work.

If the rejection of the University examination results of the semester happens to be of an odd semester, the candidate can take admission to the immediate next even semester. However, if the rejection of the University result is of even semester, the candidate cannot take admission to the next odd semester.

OMB 11.2 Application for rejection shall be submitted to the Registrar (Evaluation) of the University, through the Principal of the college, within thirty days from the date of announcement of results.

OMB 11.3 A candidate, who opts for rejection is eligible for the award of class and distinction, but is not eligible for the award of ranks.

**Note: Guidelines on Practical components:**

The objective of Practical components is to make the students understand how theory is applied in business. This should help the students to develop their skills required to become industry ready. Practical component mentioned under each subject are only indicative. Faculty may adopt any other relevant practical tasks / activities focusing on practical application of the theory.

**Important: Questions should not be set from practical components area in the University theory examination of the concerned subject.**



**SCHEME OF TEACHING AND EXAMINATION  
MASTER OF BUSINESS ADMINISTRATION**

**I SEMESTER**

Subject code	Title of the Subject	Teaching hours / week			Duration of Exam in Hours	Marks for		Total Marks
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam.	
12MBA11	Managing Organizations	4	1	5	3	50	100	150
12MBA12	Managerial Economics	4	1	5	3	50	100	150
12MBA13	Quantitative Methods - I	4	1	5	3	50	100	150
12MBA14	Accounting for Management	4	1	5	3	50	100	150
12MBA15	IT for Managers	4	1	5	3	50	100	150
12MBA16	Managerial Communication	4	1	5	3	50	100	150
<b>Total</b>		<b>24</b>	<b>6</b>	<b>30</b>	<b>18</b>	<b>300</b>	<b>600</b>	<b>900</b>

## II SEMESTER

Subject code	Title of the Subject	Teaching hours / week			Duration of Exam in Hours	Marks for		Total Marks
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam.	
12MBA21	Business, Government and Society	4	1	5	3	50	100	150
12MBA22	Quantitative Methods – II	4	1	5	3	50	100	150
12MBA23	Macro Business Environment	4	1	5	3	50	100	150
12MBA24	Marketing Management	4	1	5	3	50	100	150
12MBA25	Financial Management	4	1	5	3	50	100	150
12MBA26	Human Resource Management	4	1	5	3	50	100	150
<b>Total</b>		<b>24</b>	<b>6</b>	<b>30</b>	<b>18</b>	<b>300</b>	<b>600</b>	<b>900</b>

### III SEMESTER

Subject code	Title of the Subject	Teaching hours/week			Duration of Exam in Hours	Marks for		Total Marks
		Lecture	Practical/Field Work/Assignment	Total		IA	Exam.	
12MBA31	Strategic Management	4	1	5	3	50	100	150
12MBA32	Operations Management	4	1	5	3	50	100	150
	ELECTIVE 1	4	1	5	3	50	100	150
	ELECTIVE 2	4	1	5	3	50	100	150
	ELECTIVE 3	4	1	5	3	50	100	150
	ELECTIVE 4	4	1	5	3	50	100	150
<b>Total</b>		<b>24</b>	<b>6</b>	<b>30</b>	<b>18</b>	<b>300</b>	<b>600</b>	<b>900</b>

MARKETING AREA		FINANCE AREA		BANKING & INSURANCE AREA	
Sub Code	Subject	Sub Code	Subject	Sub Code	Subject
12MBA MM311	Business Marketing	12MBA FM321	Advanced Financial Management	12MBABI 331	Principles & Practices of Banking & Insurance
12MBA MM312	Sales & Retail Management	12MBA FM322/ 12MBA BI332	Investment Management	12MBABI 332/12M BAFM322	Investment Management
12MBA MM313	Consumer Behavior	12MBA FM323/ 12MBA BI333	Banking & Financial Services	12MBABI 333/12M BAFM323	Banking & Financial Services
12MBA MM314	Services Marketing	12MBA FM324	Cost Management	12MBABI 334	Banking & Insurance Products

### HUMAN RESOURCE AREA

Sub Code	Subject
12MBAHR341	Recruitment & Selection
12MBAHR342	Compensation & Benefits
12MBAHR343	Learning & Development
12MBAHR344	Labour Law & Employee Relations

### CREATIVE MANAGEMENT AREA

Sub Code	Subject
12MBACM351	Ideation, Brands and Business
12MBACM352	Engagement Planning and New Media
12MBACM353	Project Management and Budgeting
12MBACM354	Market Research and Insights

#### IV SEMESTER

Subject code	Title of the Subject	Teaching hours/week			Duration of Exam in Hours	Marks for			Total Marks
		Lecture	Practical/Field Work/Assignment	Total		IA	Exam./Viva Voce	External Assessment	
12MBA41	Supply chain Management	4	1	5	3	50	100		150
12MBA42	Total Quality Management	4	1	5	3	50	100		150
	ELECTIVE 5	4	1	5	3	50	100		150
	ELECTIVE 6	4	1	5	3	50	100		150
	ELECTIVE 7	4	1	5	3	50	100		150
	ELECTIVE 8	4	1	5	3	50	100		150
<b>12MBA47</b>	<b>Internship</b>	-	-		-	100	100	100	300
	<b>Total</b>	<b>24</b>	<b>6</b>	<b>30</b>	<b>18</b>	<b>400</b>	<b>700</b>	<b>100</b>	<b>1200</b>

**MARKETING AREA****FINANCE AREA****BANKING & INSURANCE AREA**

<b>Sub Code</b>	<b>Subject</b>		<b>Sub Code</b>	<b>Subject</b>		<b>Sub Code</b>	<b>Subject</b>
12MBAM M415	Rural Marketing		12MBAFM 425	Project Appraisal Planning & Control		12MBABI4 35	Treasury & Risk Management
12MBAM M416	Strategic Brand Management		12MBAFM 426/ 12MBABI4 36	International Financial Management		12MBABI4 36/ 12MBAFM 426	International Financial Management
12MBAM M417	Integrated Marketing Communications		12MBAFM 427	Risk Management		12MBABI4 37	Legal Aspects of Banking & Insurance
12MBAM M418	International Marketing Management		12MBAFM 428	Tax Management		12MBABI4 38	Strategic Credit Management

**HUMAN RESOURCE AREA****CREATIVE MANAGEMENT AREA**

<b>Sub Code</b>	<b>Subject</b>	<b>Sub Code</b>	<b>Subject</b>
12MBAHR445	International Human Resource Management	12MBACM455	Modern Retail and Private Brands
12MBAHR446	Personal Growth & Interpersonal Effectiveness	12MBACM456	Future of Brands and Business
12MBAHR447	Organization Development & Change	12MBACM457	Leadership and its Practice
12MBAHR448	Strategic Talent Management	12MBACM458	Branded Content and the Future of Media



## SEMESTER I

### MANAGING ORGANIZATIONS

Sub Code : <b>12MBA11</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

#### Part A- Principles of Management

##### **Module I : Introduction (6 Hours)**

Management: Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management and recent trends in management.

##### **Module II: Planning and organizing (12 Hours)**

Planning: Nature of planning, planning process, objectives, MBO, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions, techniques in decision making.

Organizing: Organization structure, formal and informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization, empowerment.

Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations.

##### **Module III: Controlling (4 Hours)**

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

### **Recommended Books**

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Management: Text and Cases-VSP Rao, Excel Books
3. MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010
4. Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
5. Management Theory & practice – Chandan J. S, Vikas Publishing House.
6. Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.

### **Part B- Organizational Behaviour**

#### **Module IV: Introduction**

**(4 hours)**

Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.

#### **Module V: Foundations of Individual Behaviour**

**(14 Hours)**

Individual behaviour: Foundations of individual behavior.

Ability: Intellectual abilities, Physical ability, the role of disabilities.

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

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

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

**Emotions:** Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self awareness, self management, social awareness, relationship management.

**Module VI: Motivation and Leadership (8 Hours)**

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

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

**Module VII: Group Behaviour (4 Hours)**

Definition, types, formation of groups, building effective teams.

Conflict: Meaning, nature, types, process of conflict, conflict resolution.

Power and politics: Basis of power, effectiveness of power tactics. The ethics of behaving politically.

**Module VIII: Organizational culture (4 Hours)**

Importance, managing culture. Work stress and its management.

**Practical Component**

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

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

**RECOMMENDED BOOKS:**

1. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012.
2. Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House,
3. Organization Behaviour – Ashwathappa, Himalaya Publication House
4. ORGB - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012.
5. Organizational behaviour - Anada Das Gupta, Biztantra, 2011.
6. Organizational behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.
7. Organizational behaviour – Rao V. S. P, Excel Books, 2009.

**REFERENCE BOOKS:**

1. Organizational Behaviour - Fred Luthans, 12/e, Mc-Graw Hill International, 2011.
2. Management and organizational Behaviour - Laurie J Mullins, Pearson education
3. Fundamentals of organizational behaviour - Slocum/Hillriegel. Cengage Learning
4. Organizational Behaviour - Aquinas P. G, Excel Books.

**MANAGERIAL ECONOMICS**

Sub Code : <b>12MBA12</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I: Introduction to Economic (8 Hours)**  
Managerial Economics: Meaning, Nature, Scope, & Significance. Uses of Managerial Economics. Role and Responsibilities of Managerial Economist. Relationship of Managerial Economics with Statistics, Accounting and Operations Research. The Basic process of decision making.

**Module II: Fundamental Concepts of Managerial Economics (6 Hours)**  
Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles.

Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioural theories: Simon's Satisficing Model, Cyert and March Model. Agency theory.

**Module III: Demand analysis (10 Hours)**

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply. Demand forecasting: Meaning & Significance, Methods of demand forecasting. **(No problems)**

Note: Illustrative numerical examples to be used to explain the concepts.

**Module IV: Cost Analysis (6 Hours)**

Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve.

**Module V: Production analysis (8 Hours)**

Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale. Indifference Curves, ISO-Quants & ISO-Cost line. Economies of scale, Diseconomies of scale.

**Module VI: Market structure and pricing practices: (8 Hours)**

Perfect Competition, Features, Determination of price under perfect competition.

Monopoly: Features, Pricing under monopoly. Price Discrimination.

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation.

Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

**Module VII Descriptive Pricing Approaches (4 hours)**

Full cost pricing, Product line pricing, Product life cycle pricing.

Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

**Module VIII: Profits (6 Hours)**

Determinants of Short-term & Long-term profits. Classification – Measurement of Profit. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

**Practical Components:**

- Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- Study of demand elasticity for a product when there is a price increase or price decrease.
- Market surveys/ consumer intention survey for an existing or a new product/service.
- Opinion polls to understand the buyer behavior for a product or a service.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- Preparing a project proposal for a new business venture to understand the BEP using real time data.
- Exploring application and usage of econometric models by using appropriate software packages.

**RECOMMENDED BOOKS:**

1. Managerial Economics –D M Mithani, 5/e, Himalaya Publication. 2011.
2. Managerial Economics – D N Dwivedi, 7/e, Vikas Publication. 2008
3. Managerial Economics – Geethika, Ghosh&Choudhury, 2/e, McGraw Hill. 2011
4. Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, 2010.
5. Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, 4/e, Pearson Education, 2006.
6. Managerial Economics: Analysis, Problems and Cases – Truet & Truet, 8/e, Wiley, 2009.

**REFERENCE BOOKS:**

1. Managerial Economics-Atmanand, 2/e, Excel Books, 2010.
2. Managerial Economics-Allen, Weisgelt, Doherty and Mansfield, 7/e,Viva, 2010.
3. Managerial Economics – Yogeshmaheswari, 2/e,PHI, 2011
4. Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
5. Managerial Economics – Keating & Wilson, 2/e, Biztantra, 2009.
6. Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
7. Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.
8. Managerial Economics – Nadar & Vijayan, 2/e, PHI, 2010.

## QUANTITATIVE METHODS : I

Sub Code : <b>12MBA13</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I: Business Research (6 Hours)**

An overview: Research process and Types of Research, problem formulation, management problem v/s. research problem, Approaches to Research, Importance of literature review.

Business Research Design: Steps involved in a research design.

Exploratory research: Meaning, suitability, collection.

Descriptive research: Meaning, types of descriptive studies, data collection methods

Causal research: Meaning, various types of experimental designs, types of errors affecting research design.

Analytical research: Introduction to analytical research.

### **Module II: Sampling and Data Collection (8 Hours)**

Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques.

Data collection: Primary and Secondary data – Sources – advantages/disadvantages.

Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

### **Module III: Measurement & Scaling Techniques (6 hours)**

Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale. (Theory Only)

**Module IV: Descriptive statistics (6 hours)**

Measures of central tendency: Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Median, Mode (No grouping table method). Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies.

**Module V: (6 Hours)**

Measures of Dispersion: Standard Deviation – Variance – Coefficient of Variance, Skewness: Relative measures of skewness- Karl- Pearson Co-efficient of skewness.

Correlation and regression: Scatter Diagram, Karl Pearson's coefficient of Correlation (One way table only), Rank Correlation, Concurrent Deviation - Regression: Method of Least Squares,

**Module VI: Inferential Statistics (8 Hours)**

Probability: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal and problems on it. Baye's Theorem (No derivation)

**Module VII: Hypothesis (10 Hours)**

Formulation of hypothesis, Testing of hypothesis and inferences: Procedure of testing hypothesis, Type I and Type II Errors.

Parametric tests: Z-Test, t-test, F-test, Analysis of Variance – One-Way and Two-way classification.

**Module VIII: Non parametric tests (6 Hours)**

Chi-Square test (Problems), Multivariate analysis (Theory only). Report writing



### **Practical Components:**

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel and SPSS.

- Draw all types of Diagrams and Graphs
- Construction of one way and two way tables
- Arithmetic Mean
- Geometric Mean
- Harmonic Mean
- Median, Mode
- Quartiles, Deciles, Percentiles
- Minimum, Maximum, Range
- Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance
- Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Correlation coefficient
- Regression coefficient – Slope (b in  $y = a + bx$ )
- Regression Constant – Intercept (a in  $y = a + bx$ )
- Z-Test, t-test, F-test Values
- Chi-Square test Values
- Analysis of Variance (ANOVA) Values
- Research Proposal writing
- Data Interpretation and report writing: Short and Long reports: Report presentation methods, ex: Power Point Presentation, etc

### **RECOMMENDED BOOKS:**

1. Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 7/e, 2012.
2. Research Methodology: Concepts and Cases – Deepak Chawla & Neena Sondhi, Vikas, 2011
3. Marketing Research by Naresh K. Malhotra, Pearson publishers, 2012
4. Business Research Methods–Donald R. Cooper & Pamela S Schindler, 9/e, TMH,2007.
5. Statistics for Business and Economics - Anderson, Sweeney, William, 11/e, Cengage Learning, 2012.
6. Methodology of Research in Social Sciences – Krishnaswami O. R, Ranganatham M, HPH, 2007.
7. Statistics for Management, Levin and Rubin

8. Research Methods for Business, Uma Sekaran, Wiley India, 5/e,2011.

**REFERENCE BOOKS:**

1. Statistical Methods - Gupta S. P, Sultan Chand & Sons, 2002.
2. Complete Business Statistics - Aczel & Sounderpandian, 7/e, Tata-McGraw Hill, 2006.
3. Research Methodology- Kothari C. R, 2/e,Vishwa Prakashan, 2002.
4. Statistical Tools for Managers – Apte D. P, Excel Books, 2009.

**ACCOUNTING FOR MANAGEMENT**

Sub Code : <b>12MBA14</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	
Ratio of Theory to problems = 40:60	

**Module I: Introduction to Accounting (4 Hours)**

Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations.

**Module II: Preparation of Books of Accounts (10 Hours)**

Journals, Subsidiary books, three column cash book, ledgers and trial balance. (Problems only on three column cash book)

**Module III: Preparation of Financial Statements (12 Hours)**

Preparation of final accounts of sole traders and companies (excluding partnership) in horizontal format (students are to be introduced to vertical formats also)

**Module IV: Analysis of Financial Statements (14 Hours)**

Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Cash flow Statement.

**Module V: Accounting Standards and IFRS (4 Hours)**

IFRS and proposed changes in Indian Accounting Standards.

**Module VI: Audit Report (4 Hours)**  
Audit Report, Directors' Report and basics of MAOCARO 1998 (Amended 2003)

**Module VII: (2 Hours)**  
Corporate Governance, Human Resource Accounting, Forensic Accounting  
Window Dressing

**Module VIII: Income Tax (6 Hours)**  
Heads of Income, Salary, Profit in lieu of salary, Perquisites, deductions u/s 80C, Income Tax Rates – For Individuals only (Only Theory)

**Practical Components:**

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

**RECOMMENDED BOOKS:**

1. Financial Accounting: A Managerial Perspective - Narayanaswamy R, 4/e ,PHI, 2011 (Based on IFRS).
2. Accounting For Managers – Jawaralal, 5/e, Himalaya Publishing House, 2011.
3. Financial Accounting – Dhanesh K. Khatri, – McGraw Hill, 2011
4. A Text book of Accounting For Management – Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
5. Financial Accounting For Management-Ramachandran N & Ram Kumar Kakani, 3/e TMH Publications, 2011.
6. Financial Accounting - Tulsian P. C, 1/e, Pearson Education.
7. Accounting for managers –Madegowda J, Himalaya Publishing House.
8. Advanced Accountancy- Gupta R. L & Radhaswamy M–Sultan Chand Publications
9. Financial Accounting - Jain and Narang, Kalyani Publishers
10. Direct Taxes – Vinod Singhanian and Kapil Singhanian, Taxman Publications

**REFERENCE BOOKS:**

1. Financial Accounting for Management: An Analytical Perspective – Ambrish Gupta, 1/e, Pearson Education.
2. Introduction to Financial Statement Analysis – Ashish K Bhatta charya, Elsevier India
3. Accounting for Managers: Text & Cases - Bhattacharya, 3/e, Vikas Publications, 2004.
4. Financial Accounting for Business Managers - Ashish K. Bhattacharya, 2/e, PHI, 2005.
5. Financial Accounting – Raman B. S, Vol I & Vol II, United Publishers,1/e, 2009.
6. Financial Accounting (IFRS update)– Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.
7. Accounting For Business Managers – Sakshi Vasudeva, Himalaya Publishing House.
8. Accounting For Management – Arora M. N., Himalaya Publishing House.
9. Essentials of Financial Accounting – Bhattacharya, 2/e, Prentice Hall India, (Based on IFRS)
10. Comdex (Computer and Financial Accounting with Tally 9.0 Course Kit). - Dream Tech.
11. Comdex – Tally 9, Namrata Agrawal- DreamTech.
12. IFRS: A Practical approach – Jasmine Kaur, McGraw Hill.
13. Income Tax - Gaur & Narang, Kalyani Publishers.
14. Financial Accounting - Paul Kimmet, Jerry Weygant & Donald Kieso - Wiley Publications.

**IT FOR MANAGERS**

Sub Code : <b>12MBA15</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I: Foundation concepts****(8Hours)**

Foundations of information systems (IS) in business: Data & Information, Information as a Resource, Information in organizational Functions, System

concepts – Components of an IS – IS resources – Fundamental roles of IS applications in business – Trends in IS.

**Module II: Kinds of Information Systems (8Hours)**

TPS, OAS, MIS, DSS, GDSS, ES, EIS or ESS, Parameters for selecting a suitable Information System.

**Module III: Building and Managing Systems (8Hours)**

System Analysis and Design – Systems Development Life Cycle – System Building Approaches – Prototyping – Rapid Application Development Models.

**Module IV: Business value of telecommunication networks (6 Hours)**

The basics of doing business on the Internet- the Internet revolution – the business value of Internet, Intranet and Extranet.

**Module V: Business applications (6 Hours)**

IT in business: functional business systems – cross-functional enterprise systems – Enterprise resource planning (ERP)- Customer relationship management (CRM) and Supply chain management (SCM).

**Module VI: e-Business and e-Commerce (6 Hours)**

E-Business systems: e-Business models – Enterprise e-Business systems –E-Commerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements.

**Module VII: Organization & Information Technology (7 Hours)**

IT Capabilities and their organizational impact Fundamentals of strategic advantage — using IT for strategic advantages.

**Module VIII: Management challenges (7 Hours)**

Management Issues in MIS: Information Security and Control – Quality Assurance -Ethical and Social Dimensions – Intellectual Property Rights as related to IT Services / IT Products – Managing Global Information Systems

**Practical Components :**

Lab Sessions relating to

- MS Word
- Developing business presentation with MS-PowerPoint
- MS Excel up to Lookups

**RECOMMENDED BOOKS:**

1. Management Information Systems: Managing the Digital Firm - Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
2. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
3. Computer Application in Business – Sudalaimuthu, Anthony Raj, HPH.
4. MIS Managing Information Systems in Business, Government and Society - Rahul De ,1/e, Wiley India, 2012.
5. Information Technology for Management: Transforming Organizations in the Digital Economy - Efraim Turban, & Linda Volonino. 7/e, Wiley India. 2007.
6. Management Information Systems – Nirmalya bagchi, Vikas Publishing House, 2011.

**REFERENCE BOOKS:**

1. Computer Applications in Management - Niranjan Shrivastava. Dreamtech Press, 2011.
2. Business Driven Technology - Haag, Baltzan, & Philips. 2/e, Tata McGraw-Hill, 2009.
3. Fundamentals of Information Technology - Alexis Leon, & Mathews Leon , 2/e, Vikas, 2009.

**Website:**

<http://www.fundula.com/allcourses>

**MANAGERIAL COMMUNICATION**

Sub Code	: <b>12MBA16</b>	IA Marks	: 50
No. of Lecture Hrs /week	: 04	Exam Hrs.	: 03
Total No. of Lecture Hrs.	: 56	Exam Marks	: 100
Practical Component : 01 Hr/ Week			

**Module I: Introduction****(6Hours)**

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

**Module II: Oral Communication (6Hours)**

Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication.

**Listening as a Communication Skill, Non verbal communication.**

**Module III: Written Communication (6Hours)**

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

**Module IV: Business Letters and Reports (8Hours)**

Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages

Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, Short and Long reports

Writing Proposals: Structure & preparation.

**Writing memos**

**Module V: Case Method of Learning (8Hours)**

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, Behavioural, Decision, Strategy) – Analyzing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study

**Module VI (6Hours)**

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

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

**Module VII****(6Hours)****Employment communication:** Introduction – Composing Application Messages - Writing CVs – Group discussions – Interview skills**Impact of Technological Advancement on Business Communication –** Technology-enabled Communication - **Communication networks** – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing**Module VIII: Group Communication****(10Hours)**

Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Meeting Documentation: Notice, Agenda, Resolution &amp; Minutes.

**Seminars – workshop – conferences****Media management** – The press release – Press conference – Media interviews**Etiquette Advantage in Business Communication****Practical Components:**

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Give exercises for clarity and conciseness in written communication.
- 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. Demonstrate using Communication Equipments like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.



- 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

**RECOMMENDED BOOKS:**

1. Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education, 2011 (Module 1, 2, 4, 5, & 7 ).
2. Business Communication: Process And Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002. (Module 3)
3. Communication – Rayudu C. S, HPH.
4. Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010 (Module 1, 2, 4, 5, & 7).
5. Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004 (Module 1, 5, 6 & 8).
6. BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e 2012
7. Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

**REFERENCE BOOKS:**

1. Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.
2. Business Communication - Sehgal M. K & Khetrapal V, Excel Books.
3. Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
4. Basic Business Communication – Raj Kumar, Excel Books, 2010.

**Website:**

<http://www.fundula.com/allcourses>

## SEMESTER II

### BUSINESS, GOVERNMENT AND SOCIETY

Sub Code: <b>12MBA21</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I: The Study of Business, Government and Society (BGS)**  
**(4 Hours)**

Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspective – Historical Perspective

**Module II: The Dynamic Environment** **(4 Hours)**

Historical Forces changing the Business Environment – Key environments of Business – Power dimensions of Business – Theoretical perspective – Sociological perspective

**Module III: Corporate Governance** **(8 Hours)**

Introduction, Definition, Market model and control model, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance, the concept of corporate, the concept of governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases

**Module IV: Public Policies** **(8 Hours)**

The role of public policies in governing business, Government and public policy, classification of public policy, areas of public policy, need for public policy in business, levels of public policy, elements of public policy, the corporation and public policy, framing of public policy, business and politics- levels of involvement, business, government, society and media relationship

government regulations in business, justification of regulation, types of regulation, problems of regulation

**Module V: Environmental concerns and corporations (6 Hours)**

History of environmentalism, environmental preservation-role of stakeholders, international issues, sustainable development, costs and benefits of environmental regulation, industrial pollution, role of corporate in environmental management, waste management and pollution control, key strategies for prevention of pollution, environmental audit, Laws governing environment

**Module VI: Business Ethics (6 Hours)**

Meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behavior, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical organizations

**Module VII: Corporate Social Responsibility (6 Hours)**

Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples

**Module VIII: Business Law (14 Hours)**

Law of contract, meaning of contract, agreement, essential elements of a valid contract, classification of contracts, proposal and acceptance, free consent, void agreements

**Negotiable instruments act 1881:** Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments – Promissory Notes, Bills of Exchange and Cheques. Parties to Negotiable Instruments, Negotiation, Presentment, Discharge and Dishonor of Negotiable Instrument, Law of agency, Bailment & Pledge:

**Sale of goods act 1930:** Definition of Sale, Sale v/s Agreement to Sell, Goods, price and Time, Condition and Warranties, Express and Implied Condition, “Doctrine of Caveat Emptor”, Performance of Contract of sale, Right of Unpaid Seller.

Intellectual property law, law relating to patents, law relating to copyrights, law relating to trade mark

**Practical Component:**

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in module 1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

**RECOMMENDED BOOKS:**

1. Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
2. Business and Government – Francis Cherunilam, HPH.
3. Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
4. Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
5. Business Law for Managers, Goel P. K, Biztantra, 2012.
6. Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

**REFERENCE BOOKS:**

1. Business and Society - Lawrence and Weber, 12/e, Tata McGraw-Hill, 2010.
2. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
3. Corporate Governance - Keshoo Prasad, 2/e, PHI.
4. Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
5. Corporate Governance – Machiraju H. R, HPH.
6. Business Ethics and Corporate Governance – Prabakaran S, Excel Books.
7. Corporate Governance – Badi N. V, Vrinda Publications, 2012.
8. Civic Sense – Prakash Pillappa, Excel Books, 2012.

## QUANTITATIVE METHODS- II

Sub Cod : <b>12MBA22</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I (6 Hours)**

Introduction to Operations Research. Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making, models & modeling in Operations Research.

### **Module II (8 Hours)**

Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, algorithm (Only illustrative problems) Duality in linear programming..

### **Module III (8 Hours)**

Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure. problems on minimization & maximization

### **Module IV (8 Hours)**

Decision theory – decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems.

Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases.

**Module V****(8 Hours)**

Theory of games- formulation of game models, Two person Zero sum games & their solution,  $2 \times N$  and  $M \times 2$  games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.

**Module VI****(6 Hours)**

Simulation, process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in queuing, inventory, finance, marketing and HR areas, Advantages & Disadvantages .

**Module VII****(4 Hours)**

Queuing theory, General structure of queuing system, Operating characteristics of queuing system, Queuing models (Problems on M/M/1)

**Module VIII****(8 Hours)**

Project management, Structure of projects ,phases of project management-planning, scheduling, controlling phase, work break down structure, project control charts, network planning, PERT & CPM ,Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing.

**Practical Components:**

- Solving and analyzing theoretical problems by using software packages like excel- data analysis, TORA and MS-Project.

**RECOMMENDED BOOKS:**

1. Operations Research: Theory, Methods and Applications - Sharma S. D, Kedar Nath, Ram Nath & Co.
2. Operations Research : An Introduction - Taha H. A, 9/e, PHI

3. Operations Research: Theory and Applications - Sharma J. K, 4/e , Macmilan, 2010
4. Operations Research - Vohra N. D, 4/e, TMH, 2010.
5. Operations Research – Anand Sharma, HPH.

**REFERENCE BOOKS:**

1. Quantitative Methods for Business - Anderson Sweeney, Williams, 10th edition, Cengage, 2011
2. Introduction to Operations Research - Frederick S. Hillier, Gerald J. Lieberman, 9/e, Tata McGraw-Hill, 2011.
3. Operations Research – Kalavathy S, 3/e, Vikas Publishing House.
4. Project Management - Samuel J. Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margrett M. Sutton with MR Gopalan, Wiley India, 2011.
5. An Introduction to Operations Research - Kothari C R, 3/e, Vikas Publishing House, 2011.
6. Operations Research – Anitha H. S, Excel Books, 2010.

**MACRO BUSINESS ENVIRONMENT**

Sub Code: <b>12MBA23</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I**

**(8 Hours)**

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment.

Political and Legal Environment: overview, Philosophies, Political System, Judiciary, Constitution of India.

Economic Environment: overview, Nature of Indian Economy, Features of Indian Economy, Charges in recent times.

Socio – Cultural Environment: Socio Cultural factors affecting the Business.

**Module II**

**(8 Hours)**

Globalisation and Indian Business Environment: Meaning and Implications, Phases, Globalisation Impact on Indian Economy across Sectors. Modes of entry strategies.

India's Foreign Trade Policies – Recent Developments, Global outsourcing, MNCs and FDI in Retail, Infrastructure, Pharma. Insurance, Banking & Finance and Automobile. Impact of WTO ON India's foreign trade. Technological Environment: Technology and Development, Integrating technology with Business. India and Global Knowledge Market.

**Module III**

**(6 Hours)**

International Business Environment: Review of the global economy, The global recession, Business environment in Developed and Developing Countries.

International trade theories.

GATT and WTO: Agreements and Implications.

International cultural aspects- Values and norms, religion and ethics, language, education, impact of cultural differences on business.

**Module IV**

**(8 Hours)**

Measuring the Economy: Basic economic Concepts, Open and Closed Economies, Primary, Secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring GDP and GDP Growth rate. Components of GDP.

Business Cycle- Features, Phases, Economic Time series – Economic indicators, Correlation, persistence, coherence.

Inflation: Types, Measurement, Kinds of Price Indices.

Employment and unemployment rates: Measurement.

National Income: Estimates, Trends, Measurement, Problems in measuring National Income.

**Module V**

**(8 Hours)**

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

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Disinvestments in Indian public sector Units since 1991.

Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma Sectors.



**Module VI****(8 Hours)**

Economic policies: Privatisation-Problems and prospects.

Fiscal Policy: Objectives, Instruments, Union Budget, Reforms -Raja Chelliah Committee Recommendations, Taxes, Role of Government.

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

**MODULE VII****(6 Hours)**

Infrastructure in the Indian Economy- Infrastructure and economic Development, Energy, Power, Transport system- Railways, Road transport, Water transport and Air Transport.Power.

Communication System in India, Development of IT Sector in India – its contributions to Indian economy.

Importance of Human resources development- Measures of Human development, Human Development index. Major thrust areas in human resource development.

**Module VIII****(4 hours)**

Agriculture and Business: Role of Agriculture in Economic Development, Trends in Agricultural Production, Agro based Industries, Dependence of Business on Agriculture, Corporate India Initiatives.

**Practical Component**

- A Debate on 'Should the government allow cultivation of BT crops in India'.
- 'Indian Shining' a debate on for and against.
- International Cultural environment- The problems faced by MNC's – A Case study.
- 'Disinvestment in PSU's since 1991' - A case study
- Exposure of INR to the Fluctuation of USD and the impact on Indian companies receivables and payables.
- Tracking of business cycle for India using GDP data.
- A case study on Bangalore Metro Rail project.
- Corporate India initiatives for rural developments

**RECOMMENDED BOOKS:**

1. Economic Environment of Business – Misra S. K & Puri V. K. , 6/e, Himalaya publishing house, 2010.
2. Business Environment :Text and Cases - Justin Paul, 3/e, McGraw Hill, 2011.
3. Macro Economic Theory – Vaish M. C, 14/e, Vikas Publishing House, 2010
4. Business Environment - Fernando, 1/e, Pearson, 2011.
5. Indian Economy – Datt and Sundharam, 64th Edition, S Chand, 2011.
6. International Business: Competing in the Global Marketplace - Charles W. L. Hill & Jain, 6/e, TMH, 2009.

**REFERENCE BOOKS:**

1. Principles of Macro Economics –Mankiw, 4/e, Cengage Learning, 2011.
2. Macro Economics – Andrew. B. Abel, & Ben S. Bernanke, 7/e, Pearson Education, 2011.
3. Macro Economic Theory – Kennedy,1/e , PHI, 2011.
4. Macro Economics: Theory and Policy – Vanitha Agarwal, 1/e, Pearson, 2010.
5. Macro Economics- Hall & Papell, 6/e, Viva Books, 2010.
6. The Business Environment – Wetherly & Otter, 1/e, Oxford University Press, 2010.
7. Business Environment – Suresh Bedi, Excel Books.

Exam: Only Theory questions.

**MARKETING MANAGEMENT**

Sub Code: <b>12MBA24</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I****(7 Hours)**

**Introduction:** Nature and scope of marketing, Evolution, Various marketing orientations, Marketing Vs Selling concepts, Consumer need, Want and

demand concepts, Marketing Environment – Assessing the impact of micro and macro environment. Marketing challenges in the globalized economic scenario.

## **Module II**

**(7 Hours)**

**Understanding Consumer Behaviour:** Buying motives, Factors influencing buying behaviour, Buying habits, Stages in consumer buying decision process, Types of consumer buying decisions, Organizational buying Vs House hold buying, Consumer Protection Act, 1986 – An Introduction.

## **Module III**

**(8 Hours)**

### **Market Segmentation, Targeting, Positioning & Branding**

**Segmentation:** Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer and Industrial markets.

**Targeting:** Meaning , Basis for identifying target customers, Target Market Strategies,

**Positioning:** Meaning, Product differentiation strategies, Tasks involved in positioning

**Branding:** Concept of Branding, Brand Types, Brand equity, Branding Strategies

## **Module IV**

**(7 Hours)**

**Product Decisions:** Concept, product hierarchy, New product development, diffusion process, Product Life cycle, Product mix strategies and merchandise planning and strategies.

**Packaging / Labeling:** Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging

## **Module V**

**(4 Hours)**

**Pricing Decisions:** Pricing concepts for establishing value, Pricing strategies-Value based, Cost based, Market based, Competitor based, New

product pricing – Price Skimming & Penetration pricing,

**Module VI**

**(5 Hours)**

**Distribution Decisions:** Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

**Module VII**

**(9 Hours)**

**Integrated Marketing Communications:** Concept of communication mix, communication objectives, steps in developing effective communication, Stages in designing message

**Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions

**Sales Promotion:** Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.

**Personal selling:** Concept, Features, Functions, Steps/process involved in Personal Selling,

**Publicity / Public Relation:** Meaning, Objectives, Types, Functions of Public Relations

**Direct Marketing:** Meaning, Features, Functions, Basic concepts of e-commerce, e-business, e-marketing, m-Commerce, m-marketing, e-networking.

**Module VIII**

**(5 Hours)**

**Marketing Planning:** Meaning, Concepts of Marketing plan, Steps involved in planning.

**Marketing Organisation:** Factors influencing the size of the marketing organization, various types of marketing structures/organisation

**Marketing Audit:** Meaning, Features of marketing audit, various components of marketing audit.

**CASE STUDIES ON INDIAN CONTEXT ONLY (4 Hours)**

**Practical Components:**

- Consider a few products like mobile phone, shoes, clothes etc and analyse their buying motives.
- Analyse the various colleges in a city – how are they segmented? If you were to start a new MBA college, how would you position it? What would your parameters be?
- Analyse the product life cycle of a few common products like jeans, pagers, desktop computers etc etc.
- Go to a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like Levers, Godrej, ITC, Britannia, Parle, and others in some products like soaps, biscuits, juices etc.
- Take any consumer product like soaps, biscuits etc and study the marketing organization of the company producing it.

**RECOMMENDED BOOKS:**

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012.
2. Marketing : An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
3. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2007.
4. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2011.
5. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, TMH, 2010.
6. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas, 2011.
7. Marketing Management – K Karunakaran, 3/e, 2012, Himalaya Publishing House,

**REFERENCE BOOKS:**

1. Marketing Management-Rajan Saxena, 4/e, Cenage Learning.

2. Marketing- Lamb, Hair, Sharma Mc Dannel, 1/e, Cengage Learning 2012.
3. Marketing: Marketing in the 21st Century - Evans & Berman, 2/e, Cengage Learning, 2005.
4. Marketing : Planning, Implementation, and Control - William M. Pride, Ferrell O. C , Cengage Learning, 2010.
5. Applied Case Studies in Marketing – Shajahan S, Primus Books, 2011.
6. Marketing In India: Text and Cases- Neelamegham S, 4/e, Vikas.

**Website:**

<http://www.fundula.com/allcourses>

**FINANCIAL MANAGEMENT**

Sub Code: <b>12MBA25</b>	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I**

**(5 Hours)**

**Financial management** – Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas. **Indian financial system** – Primary market, Secondary market – stocks & commodities market, Money market, Forex markets. (Theory Only)

**Module II**

**(5 Hours)**

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture capital investing, Warrants. Angel investing Private equity, Warrants and convertibles (Theory Only)

**Module III**

**(10 Hours)**

**Time value of money** –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

**Module IV****(8 Hours)**

**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.

**Module V****(10 Hours)**

**Investment decisions** – Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted pay back period , Accounting rate of return. Estimation of cash flow for new project, replacement projects.

**Module VI****(6 Hours)**

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

**Module VII****(8 Hours)**

**Capital structure and dividend decisions** – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered).

**Module VIII****(4 Hours)**

**Emerging Issues in Financial management: Derivatives, Mergers and Acquisitions,** Behavioral Finance, Financial Modelling, Financial engineering, risk management. (Theory Only).

**Practical Components:**

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.

- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

**RECOMMENDED BOOKS:**

1. Financial Management - Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
4. Financial Management, Kapil, Pearson Education, 2011.
5. Financial Management, Srivastav, Oxford University press, 2011.

**REFERENCE BOOKS:**

1. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
2. Fundamentals of Financial Management – Vanhorns & Bhandari, Pearson Education.
3. Contemporary Financial Management – Kothari & Dutta, Macmillan India Ltd.
4. Fundamentals of Corporate Finance - Stephen A. Ross, Wester Field, Jordan, 8/e, McGraw Hill, 2010.
5. Fundamentals of Financial Management –Vanhorne & Wachowicz, 13/e, PHI, 2011.
6. Corporate Finance – Damodaran, 2/e, Wiley India (P) Ltd., 2004
7. Financial Management –Shah, Wiley India (P) Ltd.
8. Principles of Managerial Finance - Gitman, 10/e, Pearson Education, 2004
9. Principles of Corporate Finance:Theory & Practice - Brealy and Myers, 10/e, TMH, 2012.
10. Financial Management & Policy- Vanhorne, James C., 12/e, Pearson, 2002
11. Fundamentals of Financial Management – Sharan, 2/e, Pearson, 2005.
12. Financial Management – Pares P. Shah, 2/e, Biztantra.
13. Financial Management: Comprehensive Text Book with case Studies – Ravi M. Kishore, 7/e, Taxmann.
14. Financial Management – Sudarshan Reddy, H P H

**Website:** <http://www.fundula.com/allcourses>



## HUMAN RESOURCE MANAGEMENT

Sub Code: <b>12MBA26</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I** **(6 Hours)**

Introduction, meaning and significance of HRM. Historical evolution of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies. Institutions of repute which impart HRM education in India. Professional Associations in HRM. Career opportunities in HRM.

**Module II** **(6 Hours)**

**Pre-recruitment functions** of HRM- Organizational structure, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

**Module III** **(8 Hours)**

**Recruitment, selection and appointment:** Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques- tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

**Module IV** **(8 Hours)**

**Training and development:** Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training- on the job methods and off the job methods.

**Module V****(6 Hours)**

**Compensation and benefits:** Meaning and significance of compensation and benefits. Basic salary, allowances, incentives, perks, and benefits. Structured pay scales of the government sector and cost to company approach of the private consultant. Statutory aspects of compensation and benefits.

**Module VI****(8 Hours)**

**Performance management:** Meaning and significance of performance management. Process of performance management. Types of performance appraisal system. Performance goal setting, performance coaching and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.

**Module VII****(8 Hours)**

**Employee Relations:** Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

**Module VIII****(6 Hours)**

**Career and succession planning:** Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning. Continuity of leadership and its impact on business.

**Practical Component:**

- Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.

- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a news paper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform dyadic role playing.

**RECOMMENDED BOOKS:**

1. Essentials of Human Resource Management and Industrial Relations – P Subba Rao, HPH.
2. Human Resource Management - Seema Sanghi, Macmillan, 2011.
3. Human Resource Management - Cynthia D. Fisher, 1/e, Cengage Learning..
4. Human Resource Management - Biswajeet Pattanayak, 3/e, PHI.
5. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, Cengage Learning, 16th Rep., 2012.
6. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
7. A Text Book of Human Resource Management – Dwivedi R. S, Vikas Publishing House.
8. Human Resource Management – Rao V. S. P, Excel Books, 2010.

**REFERENCE BOOKS:**

1. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
2. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
3. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.
4. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 2011.
5. Personnel Management – Memoria, HPH.

**Website:**

<http://www.fundula.com/allcourses>

## SEMESTER III

### STRATEGIC MANAGEMENT

Sub Code: <b>12MBA31</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

#### **Module I (7 Hours)**

Meaning and Nature of Strategic Management, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process. Relationship between a Company's Strategy and its Business Model.

#### **Module II (7 Hours)**

Strategy Formulation – Developing Strategic Vision and Mission for a Company – Setting Objectives – Strategic Objectives and Financial Objectives – Balanced Scorecard. Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

#### **Module III (7 Hours)**

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – concept and implementation.

#### **Module IV (6 Hours)**

Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking

#### **Module V (7 Hours)**

Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships – Mergers and Acquisition Strategies – Outsourcing Strategies – International Business level Strategies.

**Module VI****(7 Hours)**

Business Planning in different environments – Entrepreneurial Level Business planning – Multi stage wealth creation model for entrepreneurs– Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix.

**Module VII****(7 Hours)**

Strategy Implementation – Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy. Strategy, Leadership and Culture. Ethical Process and Corporate Social Responsibility.

**Module VIII****(8 Hours)**

Strategic Control, guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems. Monitoring performance and evaluating deviations, challenges of Strategy Implementation. Role of Corporate Governance

**Practical Components:**

- Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
  - Executive Summary
  - Overview of Business and industry analysis
  - Description of recommended strategy and justification
  - Broad functional objectives and Key Result Areas.
  - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- Analysing Mission and Vision statements of a few companies and comparing them
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)

- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market. Analyse the internal and external factors
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus by talking to them

#### **RECOMMENDED BOOKS:**

1. Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management: Analysis, Implementation, Control – Nag A, 1/e, Vikas, 2011.
3. Strategic Management : An Integrated Approach - Charles W. L. Hill, Gareth R. Jones, Cengage Learning.
4. Business Policy and Strategic Management – Subba Rao P, HPH.
5. Strategic Management - Kachru U, Excel Books, 2009.

#### **REFERENCE BOOKS:**

1. Strategic Management: Concepts and Cases - David R ,13/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage- Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Competitive Advantage - Michael E Porter, Free Press NY
4. Essentials of Strategic Management - Hunger, J. David, 5/e, Pearson.
5. Strategic Management – Saroj Datta, jaico Publishing House, 2011.
6. Business Environment for Strategic Management – Ashwathappa, HPH.
7. Contemporary Strategic Management-, Grant, 6/e, 2012, Wiley India.

## OPERATIONS MANAGEMENT

Sub Code: <b>12MBA32</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I: Introduction to Operations Management (6 Hours)**

What is operations management? Production system concept, Transformation process, difference between products and services, OM in the organizational chart, operations as service, Historical development of OM, Current issues in operations management, Operations strategy, competitive dimensions, operations strategy in manufacturing, developing manufacturing strategy, operations strategy in services

### **Module II: Introduction and Break even analysis (6 Hours)**

Break even analysis - Break even analysis in terms of physical units, sales value, and percentage of full capacity. Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break even analysis, Limitations of Breakeven analysis.

### **Module III: Forecasting (7 Hours)**

Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models - Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors, Monitoring and Controlling forecasting models.

### **Module IV: Facility Planning (7 Hours)**

Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models.

Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

**Module V: Employee Productivity (6 Hours)**

*Productivity and work study*

Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors.

*Method Study*

Introduction to Method Study, Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study,

*Work Measurement*

Introduction to Work Measurement, Work sampling study, Time study and setting standards

**Module VI: Capacity Planning (6 Hours)**

Introduction to capacity planning – CRP, MRP, MRP 2. MPS. Managerial importance of aggregate plans, alternatives for managing demand and supply, capacity augmentation strategies. Matching demand and capacity, demand chase aggregate planning, level production aggregate planning.

**Module VII: Materials Management (10 Hours)**

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

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

Stores- types, functions, roles responsibilities, Inventory records,

**Module VIII: Designing Service Delivery systems (8Hours)**

Introduction, distinctive characteristics of service operations, Service/product mix, intangible nature of services, simultaneous provision and consumption of services, time dependent capacity, customer management, multi site management, factors involved in delivering services, categories of services,



service delivery systems, design, IT based and other service delivery systems design, Issues to considered in delivery system design service profiling management

The course will cover both theory and numerical problems ( theory and numerical in the ratio of 40 : 60 ratio)

**Practical Component**

- Students have to study plant layouts used for various types of organizations like manufacturing firms, retail outlets, hospitals, hotels, etc and prepare a report.
- Students have to identify different types of services and study how their delivery systems are designed
- Students have to prepare formats of different documents used in stores, purchase and inventory management like bin card, ledger, tender, quotation, indent etc

**RECOMMENDED BOOKS:**

1. Production and Operations Management – Ashwathappa K, & Sridhar Bhat K,Himalaya Publications.
2. Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning,2011.
3. Operations Management - Richard B. Chase, 11/e, TMH.
4. Operations Management-Terry Hill, Second edition, Palgrave Macmilan
5. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India,2009.
6. Introduction to Operations and Supply Chain Management - Cecil Bozarth, Pearson,2011.
7. Production and Operations Management - Everette E. Adam, Jr, and Ronald J. Ebert,5/e, PHI, 2010.
8. Operations Management, Mahadevan, 2/e Pearson

**REFERENCE BOOKS:**

1. Production and Operations Management: Text and cases - Upendra kachru, 1/e, Excel Books.
2. Operations Now - Byron J. Finch, 3/e, Tata Mc-GrawHill, 2008.

3. Production and Operations management - Ajay K. Garg, Tata McGraw Hill, 2012.
4. Production and Operations Management – Chunawalla, Himalaya Publications.
5. Operations Management - William J. Stevenson, 9/e, The McGraw Hill, 2011.

**Website:**

<http://www.fundula.com/allcourses>

**SEMESTER III: MARKETING AREA**

**BUSINESS MARKETING**

Sub Code: <b>12MBAMM311</b>	IA Marks : 50
No. of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I**

**(6 Hours)**

**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.

**Module II**

**(7 Hours)**

**Nature of Industrial buying:** Organisational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing

**Module III****(8 Hours)**

**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

**Module IV****(7 Hours)**

**Formulating Product Planning:** Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products

**Business Service Marketing:** Special Challenges

**Module V****(6 Hours)**

**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.

**Module VI****(6 Hours)**

**Pricing Strategies:** Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, Leasing

**Module VII****(6 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

**Module VIII****(6 Hours)**

**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

**Case studies in Indian context only****(4 Hours)****Practical Components:**

- Go to a Government unit as well as a private manufacturing company: what are the differences in their purchasing procedures, pricing, payment terms etc? Study the tender method and its advantages/drawbacks?
- Attend a trade show of Industrial Products organized in your area and study the differences in the brochures, advertising, and the other marketing inputs.
- Imagine you are marketing a product like tyres which can be sold to the large buyers (Business Marketing) like KSRTC as well as in the retail market. Write down your assumptions as to what the 4 P's are likely to be and then compare it what it actually is?
- Visit an industrial unit and identify products where the seller sells directly as against using an intermediary or distributor. Why does this happen? What are the advantages and drawbacks of using a distributor?
- Conduct one week of Industry survey in the context of B to B marketing by visiting the companies or shops near the institutes. The data collected can be analyzed using appropriate statistical software and submit the report

**RECOMMENDED BOOKS:**

1. Industrial Marketing - Robert R. Reeder & Reeder, PHI
2. Business Marketing Management - Michael D. Hutt, Thomas W. Speh, 10/e, Cengage Learning, 2012.
3. Industrial Marketing - Krishna Havaladar, 3/e, TMH, 2011.
4. Business to Business Marketing - Vitale & Giglierano, 1/e, Cengage Learning.

5. Business Marketing: Connecting Strategy, Relationships and Learning - Robert Dwyer, John F. Tanner Jr., 4/e, TMH, 2006.

**REFERENCE BOOKS:**

1. Business Marketing - Frank G. Bingham Jr., and Others, 3/e, TMH, 2005.
2. Industrial Marketing - P. K. Ghosh, Oxford University Press.
3. Industrial Marketing – Mukherjee H. S, Excel Books.

**SALES AND RETAIL MANAGEMENT**

Sub Code: <b>12MBAMM312</b>	IA Marks : 50
No. of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**PART – A**

**SALES MANAGEMENT**

**Module I**

**(8 Hours)**

**Introduction to sales management:** Meaning, Personal Selling, the sales management process Emerging Trends in Sales Management, Qualities and Responsibilities of a sales manager. **Selling skills & selling strategies:** selling and buying styles, selling situations, selling skills, selling process

**Module II**

**(6Hours)**

**Sales organization:** Meaning, Factors influencing structure, organisational principle and design key account sales, sales process automation, emerging organisational designs **Management of Sales Territory & Sales Quota:** Sales territory, meaning, size, designing, sales quota, procedure for setting sales quota ,Types of sales quota, Methods of setting sales Quota.

**Module III**

**(6 Hours)**

**Recruitment and selection of sales force:** Hiring process, sources, selection process. **Training:** - process, types of training and training methods, designing a sales training programme,

**Module IV** (6 Hours)

**Sales force motivation:** Nature of motivation, Importance, Process and factors in the motivation, **Compensation:** - Meaning, Types compensation plans and **evaluation:** - of sales force by performance and appraisal process.

**Case Studies on Sales Management** (2 Hours)

**PART – B**

**RETAIL MANAGEMENT**

**Module V** (7 Hours)

**Retailing:** - Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, and Retail as a career. Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of retailing, Classification of Retail Units, Types of Retail Formats

**Module VI** (7 Hours)

**Setting up Retail organization:** Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.

**Store Layout and Space planning:** Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.

**Store Management:** Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retails stores.

**Module VII** (6 Hours)

**Emergence of Organized Retailing:** Traditional Retailing, Organized Retailing in India, Retailing in rural India, Retail Environment in India, FDI in retailing, Role of IT in retailing, Emerging trends in organized retailing

**Module VIII****(6 Hours)**

**Retail Pricing:** Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies

**Relationship Marketing in Retailing:** Management & Evaluation of Relationships in Retailing, Retail **Research in Retailing:** Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing

**Case Studies****(2Hours)****Practical Components:**

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

#### **RECOMMENDED BOOKS:**

1. Sales & Distribution Management - Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
2. Managing of Sales Force - Spiro Stanton Rich, 11/e, TMH, 2003.
3. Sales Management: Text and Cases – Ghosh P. K, HPH.
4. Integrated Retail Management - James R. Ogden & Denise T. Ogden, Biztantra, 2003.
5. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
6. Retailing Management - Swapana Pradhan, 4/e, TMH, 2012.
7. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
8. The Art of Retailing - A. J. Lamba, McGraw Hill.
9. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.

#### **REFERENCE BOOKS:**

1. Sales & Retail Management : An Indian Perspective - S.L. Gupta, 1/e, 2007, Excell books.
2. Salesmanship and Sales Management - Sahu P. K & Raut K. C, 3/e, Vikas Publishing House.
3. Sales Management - Douglas J. Dalrymple, William L Crowe, John Wiley & Co.
4. Sales & Distribution Management: An Indian Perspective – Gupta S. L, Excel Books, 2010.
5. Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009..
6. Retail Management -Chetan Bajaj, Oxford University press.
7. Managing Retailing -Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
8. Retail Management – Arif Sheikh, HPH.

#### **Website:**

<http://www.fundula.com/allcourses>



## CONSUMER BEHAVIOUR

Sub Code: <b>12MBAMM313</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I: Introduction to the study of Consumer Behaviour (4 Hours)**

Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

### **Module II: Role of Research in understanding consumer behaviour (6 Hours)**

**Consumer Research:** Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

**Models of Consumer Behaviour:** Input-Process-Output Model, *Nicosia Model*, *Howard Sheth Model*, *Engel-Kollat-Blackwell Models* of Consumer Behaviour, **Internal Influences:** Motivation, Personality, Perception, Learning, Attitude, Communications, **External Influences:** Social Class, Culture, Reference Groups, Family members.

**Levels of Consumer Decision Making** – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making.

**Situational Influences-** Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behaviour (Physical features, Social

Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

**Module III: Individual Influences on Consumer Behaviour: (Part I)**  
**(7 Hours)**

**A) Motivation:** Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals.

**Motivation Theories and Marketing Strategy** - Maslow's Hierarchy of Needs, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives).

**B) Personality:** Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Colour), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).

**C) Perception:** Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk).

**Module IV: Individual Influences on Consumer Behaviour: (Part II)**  
**(07 Hours)**

**A) Learning:** Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioural Learning Theories, Classical Conditioning (Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning, Elaboration Likelihood Model.

**B) Attitude:** Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication,(Tri-component Model of attitude, Multiattribute attitude models.

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

**Module V: External Influences on Consumer Behaviour: (Part I)**

**(7 Hours)**

**A) Social Class:** Social Class Basics, What is Social Class?(Social class & Social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India

**B) Culture and Subculture - Major Focus on Indian Perspective**

**Culture:** Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.

**Subculture:** Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

**Cross-cultural consumer analysis:** Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques

**Cross-cultural marketing strategy:** Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems

**Module VI: External Influences on Consumer Behaviour: (Part II)**

**(08 Hours)**

**Groups:** Meaning and Nature of Groups, Types

**Family:** The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family

decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications,

**Reference Groups:** Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, Reference group appeals, Celebrities.

**Module VII: Consumer Influence and Diffusion of Innovations: (08 Hours)**

**Opinion Leadership:** Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders

**Diffusion of Innovations:** Diffusion Process (Innovation, Communication channels, Social System, Time)

**Adoption Process:** Stages, categories of adopters

**Post Purchase Processes:** Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition.

**Module VIII: CRM & Online Decision Making (05 Hours)**

**A) Customer Relationship Management**

Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM

**B) On-line Decision Making:** Meaning & Process/Stages

**Case studies in Indian context only (04 Hours)**

**Practical Component:**

- Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments

while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.

- Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?

**RECOMMENDED BOOKS:**

1. Consumer Behaviour - Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer Behaviour: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e TMH.
3. Consumer behaviour - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
4. Consumer behavior – David L. Loudon, Della Bitta, 4/e, McGraw Hill.
5. Consumer Behaviour – Raju M. S & Dominique Xardel, Vikas Publishing House.

**REFERENCE BOOKS:**

1. Consumer Behaviour - Henry Asseal, Cenage Learning.
2. Consumer Behaviour in Indian Perspective – Suja Nair, Himalaya Publisher.
3. Customer Behavior : A Managerial Perspective – Sheth, Mittal, Cengage Learning.
4. Consumer Behaviour- Satish K. Batra & S H H Kazmi, Excell Books.
5. CRM – Alok Kumar, Chhabi Sinha, 7/e, Biztantra.
6. Customer Relationship Management - Peeru Ahamed & Sagadevan, Vikas Publishing.
7. Consumer Behaviour – Kumar Rajeev, Himalaya Publisher.

**Website:**

<http://www.fundula.com/allcourses>

## SERVICES MARKETING

Sub Code: <b>12MBAMM314</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### Module I

(6 Hours)

**Introduction to services:** Concepts, Contribution & reasons for the growth of services sector, Difference in goods and service in marketing, Myths about services, Characteristics of Services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality. Marketing challenges in service industry.

### Module II

(7 Hours)

**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, Strategies for influencing customer perception.

### Module III

(5 Hours)

**Understanding customer expectation through market research:** Key reasons for GAP 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.

**Module IV****(8 Hours)**

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

**Leadership & Measurement system for market driven service performance-** Key reasons for GAP 2- service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing.

**Service design and Positioning** – Challenges of service design, New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning – positioning on the five dimensions of service quality, Service Recovery.

**Module V****(6 Hours)**

**Employee role in service designing:** Importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality – productivity trade off, Strategies for closing GAP 3.

**Customer’s role in service delivery-** Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.

**Module VI****(5 Hours)**

**Managing demand and capacity** – Lack of inventory capability, Understanding demand patterns, Strategies & Tools for matching capacity and demand, coping with fluctuating demand, Waiting line strategies.

**Module VII****(8 Hours)**

**Role of marketing communication** – Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.

**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.

**Module VIII****(6 Hours)**

**Physical evidence in services:** Types of service scapes, Role of service scapes, Frame work for understand service scapes & its effect on behaviour, Guidance for physical evidence strategies.

**Case studies in Indian context only****(5 Hours)****Practical Component:**

- Ask students to choose a service industry of their choice at the beginning of the semester. Ask them to do an in-depth study of the industry and give a presentation at the end of every module relating the concepts of that module to the industry.
- Students can prepare service blueprints for any service of their choice.
- Students can do a role play on service recovery.
- Identify any existing services. Locate loopholes in their design and suggest modifications.
- Students can design and carry out a servqual study.

**RECOMMENDED BOOKS:**

1. Services Marketing-Valarie A. Zeithmal & Mary Jo Bitner, 5/e,TMH, 2011.
2. Services Marketing- Christopher Lovelock, Pearson Education, 2004.
3. Services Marketing:Operation, Management,and Strategy-Kenneth E Clow & David L Kurtz, 2/e, Biztantra, 2007.
4. Services Marketing: The Indian Perspective- Ravi Shankar, Excel Books, 2006.

**REFERENCE BOOKS:**

1. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010.
2. Services Marketing - Govind Apte, Oxford, 2007.
3. Services Marketing - Hoffman & Bateson, 4/e, Cenage Learning, 2007.
4. Services Marketing - Peter Mudie and Angela Pirrie, 3/e, Elsevier, 2006.
5. Service Marketing – Jha S. M, HPH.



### SEMESTER III: FINANCE AREA

#### ADVANCED FINANCIAL MANAGEMENT

Sub Code: <b>12MBAFM321</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

#### **Module I (6 Hours)**

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

#### **Module II (6 Hours)**

**Cash Management** – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-orr model,. Strategies for managing surplus fund.

#### **Module III (6 Hours)**

**Receivables Management** – Credit management through credit policy variables, marginal analysis, Credit evaluation : Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision.

#### **Module IV (6 Hours)**

**Inventory Management:** Determinations of inventory control levels : ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.

**Module V****(10 Hours)**

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

**Module VI****(6 Hours)**

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

**Module VII****(6 Hours)**

**Mergers and Acquisitions-** Meaning and definition, . types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities

**Module VIII****(10 Hours)**

**Corporate financial modeling** – Agency problem and consideration. Effect of inflation on ; Asset value, firm value, returns, 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). **Financial Management of sick units:** Definition of sickness, causes, symptoms, predictions, revival strategies, institutions for revival of sick units. Economic Value Added (EVA) – concept, components of EVA. Market Value Added (MVA)

**Practical Components:**

- Study the working capital financing provided by a Bank and submit the report on the same

- Study the annual report of any two companies and prepare a cash budget for next year.
- Visit a bank/financial institution providing factoring service and submit a report.
- Study any sick unit which has been revived and identify the steps taken in its revival
- Study the mergers/acquisitions taken place in the country in the recent past and submit the report.

**RECOMMENDED BOOKS:**

1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.
3. Financial Management - I.M. Pandey, 10/e, Vikas, 2011.

**REFERENCE BOOKS:**

1. Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cenage Learning, 2004.
2. Ross, Westerfield & Jaffe, Corporate Finance– TMH – 8/e, 2010
3. Advanced Financial Management – Sudhindra Bhat – Excel Books.
4. Financial Management & Policy - Vanhorne, 12/e, Pearson
5. Financial management :principles and applications- Keown, Martin, Petty. Scott, PHI.
6. Principle of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012.
7. Corporate Finance:Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.
8. Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.
9. Corporate Financial Strategy – Ruth Bendel , ElSevier India (P) Ltd.
10. Contemporary Financial Management - Kothari & Dutta, Macmillan
11. Financial Management : Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.
12. Financial Management – Srivastava R. M, HPH.

**INVESTMENT MANAGEMENT**

Sub Code: <b>12MBAFM322/</b> <b>12MBABI332</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I Theory (6 Hours)**  
Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process.  
Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

**Module II Theory (6 Hours)**  
Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Issue Management-Pre and Post Issue Management. Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India.  
Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.  
Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds-NAV.

**Module III Theory & Problems (8 Hours)**  
Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns.  
Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

**Module IV Theory & Problems (8 Hours)**  
Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration.  
Preference Shares- Concept, Features, Yields.  
Equity shares- Concept, Valuation, Dividend Valuation models.

**Module V (10 Hours)**  
Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.  
Company Analysis- Financial Statement Analysis, Ratio Analysis.  
Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, Market Indicators. (Problems in company analysis & Technical analysis)

**Module VI Theory & Problems (8 Hours)**

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier.

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML.

Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

**Module VII Theory (4 Hours).**

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

**Module VIII Theory & Problems (6 Hours)**

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Portfolio Management Strategies: Active and Passive Portfolio Management strategy.

Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio Evaluation: Holding periods returns, Measures of portfolio performance.

(QUESTION PAPER- 50% Problems, 50% Theory)

**Practical Components:**

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and manage the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Student has to Understand the functioning of stock exchange.
- Students can Study of the current Bond Issues in the market and present the same in the class.
- Students can do 1.Macro Economic Analysis for the Indian economy. 2. Industry Analysis for Specific Sectors. 3. Company Analysis for select companies.4.Practice Technical Analysis
- Students can study the mutual funds schemes available in the market and do their Performance evaluation.

**RECOMMENDED BOOKS:**

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
3. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
4. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
5. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
6. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House, 2010.
7. Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 2011.
8. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.
9. Investment Analysis & Portfolio Management– Reilly, 8/e, Cengage Learning.
10. Investments: Principles and Concepts – Charles P. Jones, 11/e, Wiley, 2010.

**REFERENCE BOOKS:**

1. Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
2. Security Analysis & Portfolio Management – Nagarajan K & Jayabal G , 1/e, New Age international, 2011.
3. Investment – An A to Z Guide, Philip Ryland, 1/e, Viva Publishers, 2010.
4. Guide to Investment Strategy-Peter Stanyer, 2/e, Viva Publishers, 2010.
5. Security Analysis & Portfolio Management – Sayesh N. Bhat , 1/e, Biztantra, 2011.
6. Security Analysis & Portfolio Management– DhaneshKhatri , Macmillan , 1/e, 2010.
7. Security Analysis & Portfolio Management – Avadhani V. A, HPH.

**BANKING & FINANCIAL SERVICES**

Sub Code: <b>12MBAFM323/</b> <b>12MBABI333</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (8 Hours)**

Banking: Meaning and Definition, Evolution of Indian Banks.

Types of banks -Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks.

Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds. Bank Clearing House: Clearing Procedure.

Hi-tech Banking: Modern technology in Banking, Core banking, E Banking, ATM, EFTS, RTGS, Internet Banking, Mobile Banking.

**Module II (8 Hours)**

Bank and Customer: Relationship between the Banker and the Customer. Types of accounts and Deposits, Forms of lending. Bank`s obligation to customers. Documents & Procedure for loan.

Asset Liability Management in banks: Components of Liabilities and Components of Asstes, Significance of Asset Liability management, Purpose and objectives. ALM as co ordinated Balance Sheet management.

Banking Instruments- Cheque, bank draft, e-cheque, Travellers cheque, credit card, cheque cards, Debit card.

Concepts of Universal Banking

**Module III (6 Hours)**

International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank.

**Module IV (6 Hours)**

Merchant banking: Origin, Services rendered by Merchant bankers, Functions of Lead managers, SEBI Guidelines for Merchant bankers.

Non-Banking Finance Companies: Functions, RBI Guidelines, Prudential Norms.

**Module V (8 Hours)**

Money Market: Structure – Organised and Un organized Market, Call Money Market, Bills market, Market for Government Securities.

Money market Instruments: Treasury Bills, Repurchase Agreements / Reverse Repo, Commercial bills, Commercial papers, Certificate of deposit.

**Module VI****(8 Hours)**

Housing Finance: Types, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication.

Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.

Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing. Banks and Hire Purchase. Reverse mortgage.

Problems related to outright purchase, Hire purchase and Leasing.

**Module VII****(6 Hours)**

Credit rating: 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, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.

Factoring: Meaning, Definition, Functions, Types, Cost of Factoring. Forfeiting.

**Module VIII****(6 Hours)**

Venture Capital: Concept, features, Origin in India and the current Indian Scenario.

Depository System: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.

**(QUESTION PAPER: Full Theory Case study-Problem on leasing, hire purchase, outright purchase.)**

**Practical Components:**

- Students can study the procedure for opening a Savings account and a Current Account.
- Students can understand the criteria to be noted to Identify a true currency note.
- How to write and present a cheque.
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can study the Calculation of EMI.
- Students can study functioning of net Banking



- Students can study the Credit card and debit card procedure and account statements.

**RECOMMENDED BOOKS:**

1. Banking and Finance: Theory and Practice —Clifford Gomez, 1/e, PHI, 2011.
2. Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
3. Management of Banking and financial services – Padmalatha & Justin Paul, 2/e, Pearson, 2010.
4. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
5. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
6. Banking Theory and Practice – Shekar & Shekar, Vikas, 20/e, 2011.
7. Merchant Banking & Financial services- Vij & Dhavan, 1/e, McGraw Hill, 2011.
8. Indian Financial System – Machiraju, 4/e, Vikas, 2010.
9. Financial Services, Shanmugam, Wiley India, 2011

**REFERENCE BOOKS:**

1. Indian Financial System – Pathak, Pearson Education, 3/e, 2011.
2. Merchant Banking:Principles and Practice - Machiraju H. R, New Age International.
3. Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
4. Banking Theory, Law and Practice – Gordon & Natarajan, 22/e, Himalaya, 2011.
5. Banks and Institutional Management – Vasant Desai, HPH.
6. Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.

**COST MANAGEMENT**

Sub Code: <b>12MBAFM324</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	
Ratio of theory to problems= 40:60	

**Module I**

**(5 Hours)**

Introduction to Cost Management- Cost Accounting to Cost Management- Cost Management Tools- A Strategic View to Cost Management.

**Module II** (10 Hours)  
Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, ( Full fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead

**Module III** (10 Hours)

MARGINAL COSTING – Nature and Scope- Applications-Break even charts and Point, Decision Making ( all types with full problems)Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing.

**Module IV** (8 Hours)

Budgetary Control :- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets.

Standard Costing :- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only .

**Module V** (8 Hours)

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC ( Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC, Simple Problems under ABC.

**Module VI** (5 Hours)

Cost Audit,-objectives,, Advantages, Areas and Scope of Cost Audit , Cost Audit in India --Practical—Read the contents of the report of Cost Audit and the annexure to the Cost Audit report.

Management Audit- Aims and the objectives, Scope of Management Audit.

**Module VII** (5 Hours)

Reporting to Management – Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting.

**Module VIII****(5 Hours)**

Cost Reduction, and Cost Control, Target Costing – its Principles, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of Balanced scorecard.

Proportion of problems to theory 50%

**Practical components:**

- Students can taken up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

**RECOMMENDED BOOKS:**

1. Cost Accounting :Theory and Practice - Bhabatosh Banerjee, 12/e, PHI.
2. A Text book of Cost and Management Accounting – Arora M. N, 11/e, Vikas.
3. Financial Statement Analysis and Reporting - Mohana Rao P, PHI, 2011.
4. Cost Management :A strategic Approach - Vaidya S. C, Suveera Gill Macmillan 2010.
5. Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH.
6. Accounting & Costing for Management – Sinha P. K, Excel Books, 2010.

**REFERENCE BOOKS:**

1. Cost Accounting – Khan M. Y and Jain P. K, TMH.
2. Principles and Practice of Cost Accounting - Bhattacharyya, 3/e, PHI.
3. Cost and Management Accounting- Arora M. N, 3rd enlarged and Rev. ed., HPH.
4. Managerial Accounting- James Jiambalvo, 2/e, Wiley India Pvt. Ltd.
5. Management Accounting - Khan M. Y and Jain P. K, 6/e, McGraw Hill, 2012.
6. Advanced Cost Accounting – Madegowda J, HPH.
7. Cost and Management Accounting – Arora M. N, 3/e, HPH.

## SEMESTER III: BANKING AND INSURANCE AREA

### PRINCIPLES AND PRACTICE OF BANKING AND INSURANCE

Sub Code: <b>12MBABI331</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (6 Hours)**  
**Banking system and structure in India-** Types of banks in operation – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act

**Module II (9 Hours)**  
**The terms banker and customer** – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation– Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters

**Module III (4 Hours)**  
**Customers` accounts with banks** – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims

**Module IV (6 Hours)**  
**Banking Technology-** Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – EFD – RTGS

**Module V (4 Hours)**  
**International banking** – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees

**Module VI (6 Hours)**  
**Banker as lender** – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills-pledge – mortgage – assignment.

**Module VII (9 Hours)**

**Introduction to Insurance** – Insurable Interest- Human Life value Concept- Elements of Insurance Risk – Principles of indemnity – Principles of Utmost good faith- Principle of Subrogation- Insurable interest – Proximate Cause- Players in Life and Non-Life Insurance sector – Insurance documents – Procedure for issue – Alterations- Duplicate policy – Nomination- Assignment – Lapse and revivals- Assignment – Foreclosure

**Module VIII (12 Hours)**

**Types of Insurance** – Life Insurance and General Insurance Products including unit linked plans – Re-Insurance – Nature of Re-Insurance risk – Types of Re -Insurance – Reinsurance Agreements -Legal framework of life and general insurance – Underwriting (Process and Principles) – underwriting in Life insurance – Underwriting in Nonlife insurance

**Bancassurance- concepts** – critical issues – functional aspects – Indian Scenario – Future Prospects –Insurance Accounting – Financial Analysis and valuations- Solvency and performance measures.

**Practical Components:**

- Students can Understand Universal Banking & Cross Selling concepts adopted by banks
- Students can Understand Customer Profiling aspects adopted by banks
- Students can Understand Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)
- Study an issued insurance policy
- List out all the insurance companies operating in India in both PSU & Private space and submit the report on the same
- List out the names of banks that have tie-ups with various insurance companies (for example – Karnataka Bank tie-up with Met Life Insurance Co.) and submit the report on the same
- Write about Third Party Administrator (TPA) in a mediclaim policy

**RECOMMENDED BOOKS:**

1. Fundamentals of Insurance –Gupta P. K, Himalaya Publishing House, 2011
2. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.

3. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
4. Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.
5. Banking and Insurance, Mohapatra and Acharya, Pearson, 2012.

**REFERENCE BOOKS:**

1. Insurance & Risk management - Gupta P. K, Himalaya Publishing House, 2011.
2. Managing Life Insurance – Shashidharan K Kutty- Prentice Hall of India.
3. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
4. Banking and Financial System - Prasad K, Nirmala, Chandradas J. Himalaya Publishing House, Mumbai.
5. Management of Banking and Insurance – Sondhi N. K, Vrinda Publications.
6. Banking and Insurance – Aggarwal O. P, HPH.

**INVESTMENT MANAGEMENT**

Sub Code: <b>12MBABI332/</b> <b>12MBAFM322</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I -Theory**

**(6 Hours)**

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process.

Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

**Module II -Theory**

**(6 Hours)**

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Issue Management-Pre and Post Issue Management. Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India.

Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds-NAV.

**Module III Theory & Problems (8 Hours)**

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns.

Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

**Module IV Theory & Problems (8 Hours)**

Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration.

Preference Shares- Concept, Features, Yields.

Equity shares- Concept, Valuation, Dividend Valuation models.

**Module V (10 Hours)**

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.

Company Analysis- Financial Statement Analysis, Ratio Analysis.

Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, Market Indicators. (Problems in company analysis & Technical analysis)

**Module VI - Theory & Problems (8 Hours)**

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier.

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML.

Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

**Module VII -Theory (4 Hours).**

Market Efficiency and Behavioral Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for

different forms of market efficiency. Behavioral Finance – Interpretation, Biases and critiques.

**Module VIII Theory & Problems (6 Hours)**

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Portfolio Management Strategies: Active and Passive Portfolio Management strategy.

Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio Evaluation: Holding periods returns, Measures of portfolio performance.

**(QUESTION PAPER- 50% Problems, 50% Theory)**

**Practical Components:**

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and manage the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Student has to Understand the functioning of stock exchange.
- Students can Study of the current Bond Issues in the market and present the same in the class.
- Students can do 1.Macro Economic Analysis for the Indian economy. 2. Industry Analysis for Specific Sectors. 3. Company Analysis for select companies.4.Practice Technical Analysis
- Students can study the mutual funds schemes available in the market and do their Performance evaluation.

**RECOMMENDED BOOKS:**

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
5. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
6. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House, 2010.
7. Security Analysis & Portfolio Management- S.Kevin, 10/e, PHI, 2011.



8. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.
9. Investment Analysis & Portfolio Management– Reilly, 8/e, Cengage Learning.
10. Investments: Principles and Concepts – Charles P. Jones, 11/e, Wiley, 2010.

**REFERENCE BOOKS:**

1. Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
2. Security Analysis & Portfolio Management – K.Nagarajan &G. Jayabal , 1/e, New Age international, 2011.
3. Investment – An A to Z Guide, Philip Ryland, 1/e, Viva Publishers, 2010.
4. Guide to Investment Strategy-Peter Stanyer, 2/e, Viva Publishers, 2010.
5. Security Analysis & Portfolio Management – Sayesh N. Bhat , 1/e, Biztantra, 2011.
6. Security Analysis & Portfolio Management– DhaneshKhatri , Macmillan , 1/e, 2010.
7. Security Analysis & Portfolio Management – Avadhani V. A, HPH.

**BANKING & FINANCIAL SERVICES**

Sub Code: <b>12MBABI333/12MBAFM323</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I**

(8 Hours)

Banking: Meaning and Definition, Evolution of Indian Banks.

Types of banks -Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks.

Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds. Bank Clearing House: Clearing Procedure.

Hi-tech Banking: Modern technology in Banking, Core banking, E Banking, ATM, EFTS, RTGS, Internet Banking, Mobile Banking.

**Module II** ( 8 Hours)  
Bank and Customer: Relationship between the Banker and the Customer. Types of accounts and Deposits, Forms of lending. Bank`s obligation to customers. Documents & Procedure for loan.  
Asset Liability Management in banks: Components of Liabilities and Components of Asstes, Significance of Asset Liability management, Purpose and objectives. ALM as co ordinated Balance Sheet management.  
Banking Instruments- Cheque, bank draft, e-cheque, Travellers cheque, credit card, cheque cards, Debit card.  
Concepts of Universal Banking

**Module III** (6 Hours)  
International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank.

**Module IV** ( 6 Hours)  
Merchant banking: Origin, Services rendered by Merchant bankers, Functions of Lead managers, SEBI Guidelines for Merchant bankers.  
Non-Banking Finance Companies: Functions, RBI Guidelines, Prudential Norms.

**Module V** (8 Hours)  
Money Market: Structure – Organised and Un organized Market, Call Money Market, Bills market, Market for Government Securities.  
Money market Instruments: Treasury Bills, Repurchase Agreements / Reverse Repo, Commercial bills, Commercial papers, Certificate of deposit.

**Module VI** (8 Hours)  
Housing Finance: Types, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication.  
Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and dis advantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.  
Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing. Banks and Hire Purchase. Reverse mortgage.  
Problems related to outright purchase, Hire purchase and Leasing.

**Module VII** (6 Hours)  
Credit rating: 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, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.

Factoring: Meaning, Definition, Functions, Types, Cost of Factoring. Forfeiting.

### **Module VIII**

(6 Hours)

Venture Capital: Concept, features, Origin in India and the current Indian Scenario.

Depository System: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.

#### **Practical Components:**

- Students can study the procedure for opening a Savings account and a Current Account.
- Students can understand the criteria to be noted to Identify a true currency note.
- How to write and present a cheque.
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can study the Calculation of EMI.
- Students can study functioning of net Banking
- Students can study the Credit card and debit card procedure and account statements.

(QUESTION PAPER: Full theory. Case study-Problem on leasing, hire purchase, outright purchase.)

#### **RECOMMENDED BOOKS:**

1. Banking and Finance: Theory and Practice —Clifford Gomez, 1/e, PHI, 2011.
2. Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
3. Management of Banking and financial services – Padmalatha & Justin Paul, 2/e, Pearson, 2010.
4. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
5. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
6. Banking Theory and Practice – Shekar & Shekar, Vikas, 20/e, 2011.
7. Merchant Banking & Financial services- Vij & Dhavan, 1/e, McGraw Hill, 2011.

8. Indian Financial System – Machiraju, 4/e, Vikas, 2010.
9. Financial Services, Shanmugam, Wiley India, 2011

**REFERENCE BOOKS:**

1. Indian Financial System – Pathak, Pearson Education, 3/e, 2011.
2. Merchant Banking:Principles and Practice - Machiraju H. R, New Age International.
3. Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
4. Banking Theory, Law and Practice – Gordon & Natarajan, 22/e, Himalaya, 2011.
5. Banks and Institutional Management – Vasant Desai, HPH.
6. Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.

**Website:** <http://www.fundula.com/allcourses>

**BANKING AND INSURANCE PRODUCTS**

Sub Code: <b>12MBABI334</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (5 Hours)**  
**Deposit Products** – Savings Bank – Current Account – Demand deposits – Term Deposits – Concepts of low cost deposits – Certificate of deposit – Bulk deposit.

**Module II (7 Hours)**  
**Remittance Products:** Demand draft – Travelers’ Cheques – Gift Cheque – Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS

**Module III (9 Hours)**  
**IT Products: MICR Cheques** – Channel Banking – Core Banking – Internet Banking Mobile Banking – ATMS – Debit card – Credit card – RTGS – EFD.

**Module IV (9 Hours)**  
**Loan Products:** Short term loans- Long term loans – Consumer loans- Education loans – Housing loans – Business loans – Farm loans- Kisan Credit cards – Corporate loans – Syndication – Micro Finance.

**Module V (10 Hours)**  
**Life Insurance Products:** Types of insurance policies -Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Market-Linked Insurance products, Riders, Pension Products, Marketing of Life Insurance

**Module VI (4 Hours)**  
**Health Insurance Products:** Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy

**Module VII (6 Hours)**  
**Fire Insurance** – Fundamental principles – Fire insurance Contracts - Proposals Fire insurance proposals – Special Coverages –Fire Insurance claims  
**Motor Vehicles Insurance:** Need – Types – Factors to be considered for premium fixing –Motor Insurance claims

**Module VIII (6 Hours)**  
**Miscellaneous Products:** Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

**Practical Components:**

- Students can prepare a matrix on the risk cover required by an individual under Life Insurance product
- Students can prepare a matrix on the health cover (mediclaim) insurance required by a family under general insurance product
- Students can analyse and report “During a life time what all insurance products that an individual under life & non-life insurance would they avail”

**RECOMMENDED BOOKS:**

**Banking**

1. Principles and practices of Banking – IIBF, 2/e, Macmillan, 2011.
2. Elements of Banking & Insurance - Jyothsna Sethi & Nishwan Bhatia Prentice Hall of India, 2009.

**Insurance**

1. Fundamentals of Insurance - Gupta, P K, 2/e, Himalaya Publishing House, 2011.
2. Fundamentals of Insurance – Kaninika Mishra, Prentice Hall of India, 2010.
3. Insurance Management: Text & Cases - Sahoo, S C and Das S C – Himalaya Publishing House, 2011.
4. Principle and Practice of insurance - Periswamy - Himalaya publishing House, 2011.
5. Insurance: Theory & Practice - Nalini Tripathi & Prabir Pal, PHI, 2010.
6. Insurance Management - Ganguly, Anand, New Age International, New Delhi.

### SEMESTER III: HUMAN RESOURCES AREA

#### RECRUITMENT AND SELECTION

Sub Code: <b>12MBAHR341</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I** **( 5 Hours )**

**Job analysis:** Meaning and significance, approaches in job analysis, methods of data collection and analysis. Job description and job specification. Contents of job description and job specification.

**Module II** **( 5 Hours )**

**Legal Aspects and Organization Policy:** Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions, organizational policy on hiring.

**Module III** **( 5 Hours )**

**Human resource planning:** Meaning and significance of human resource planning, data gathering, analysis, decision making and budget approval in HR planning.

**Module IV** **( 5 Hours )**

**Recruitment:** Meaning and significance, principles of recruitment, strategic choices in recruitment- automating, out sourcing, contracting and recruiting. Targeting right source, internal recruitment- meaning and significance, advantages and disadvantages. External recruitment- meaning and significance, advantages and disadvantages.

**Module V (6 Hours)**

**Medium of Recruitment:** What is right medium and how to choose it- Reach and Economics? Medium of internal recruitment- Display banners at workplace, internal circulars, emails, display on the company website, scanning the database of HR department. Medium of external recruitment- Campus recruitments, display banner in front of workplace, display on the company website, social networking sites, display on the recruitment portals, accessing the data base of recruitment portals, news paper advertisement, job fairs, employment exchanges, recruitment consultants, labour contractors, employee referrals, display banners at public places, data base of professional associations, ex- servicemen rehabilitation centre, unsolicited applicants, blending internal and external recruitments, segregation of eligible and ineligible persons.

**Module VI (16 Hours)**

**Assessing candidates for selection: Testing for aptitude and Skills:** Meaning and significance of aptitude and skills, assessing approaches- application blanks, skill tests, aptitude tests etc, reliability and validity of tests, testing methods, testing conditions and procedure, evaluating test scores, short listing ratio, short listing criteria- benchmark approach and descending order approach.

**Interviewing-** Meaning and significance, methods, advantages and limitations. Interviewers and their preparedness. Interview content and process. Factors to be assessed in interviewing. Personality and physical features, emotional maturity, oral communication, job knowledge, person-job fitness, person-organization fitness, expectation-offer compatibility and salary negotiation.

**Assessing physical fitness and health-** Meaning and significance, methods, age, gender, sensory fitness, motor fitness, testing for physical endurance, acceptable standards of health.

**Antecedent Verification-** Meaning and significance, education, age, qualification, experience, good behavior at work, performance at work, verification for criminal antecedents.

**Module VII (10 Hours)**

**Appointment and joining: Appointment** - Meaning and significance, offer of appointment and acceptance, appointment order, contents of appointment order and its acceptance. Bond for minimum service, bond for good conduct, caution deposit against possible losses.

**Joining**- Fixing a joining date. Joining day formalities, verification and collection of certificate copies, collecting photos, PAN number and passport copy. Providing access to enter and exit. Providing place to work, providing furniture, stationary, equipment, entering name in the muster roll, opening the personal file etc.

#### **Module VIII**

**( 4 Hours)**

**Induction and deployment:** Meaning, significance, methods, and contents introducing new employee to the existing employees in person or through communication. Showing all the departments and facilities to the new employee. Basic rules to be followed at work to deal with people issues, processes and task issues. Deployment of right person to right position.

#### **Practical components:**

- Students are expected to conduct a mock induction session for the selected batch of students and submit a report as part of the assignments.
- **Students can identify various sources of recruitment used by Indian organization for lower, middle level and top level management jobs.**
- Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position
- Form groups of five to six students. Ask each group to identify and present the parameters/ standards for selecting a (a) police constable, (b) forest guard, (c) computer operator, (d) software programmer, (e) bank cashier and a (f) nurse.

#### **RECOMMENDED BOOKS:**

1. Human Resource Selection - Gatewood R. D, Field H. S, Barrick R. Cengage Learning, 2008.



2. Recruiting, Interviewing, Selecting, and Orienting New Employees - Arthur D, PHI, 2011.
3. Strategic Staffing - Phillips J. M and Gully S.M., Pearson Education, 2009.

**REFERENCE BOOKS:**

1. Employee Selection - Litty M. Berry, Wadsworth, Cengage Learning, 2003.
2. Staffing Organizations - Heneman H. G & Judge T. A., McGraw-Hill, 2009.
3. Managing Recruitment Functions – Sahu R. K, Excel Books, 2010.

**COMPENSATION AND BENEFITS**

Sub Code: <b>12MBAHR342</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (5 Hours )**

**Introduction to Compensation and Benefits:** Meaning and Significance, purpose, components, types. Piece rated, time rated and skills based approaches. Daily, weekly and monthly payments. Characteristics of best compensation plans. Fixed pay and variable pay, Understanding the terminologies- compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, , subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, and stagnation increment. Workers compensation, managerial compensation and executive compensation.

**Module II (5 Hours )**

**Economic theories of wages:** Importance of economic theories in the understanding of compensation and benefits, the evolution of just wage doctrine of Thomas Aquinas, subsistence wage theory of Adam Smith and David Ricardo, wage fund theory of John Stuart Mill and Nassau Senior, marginal productivity theory of Alfred Marshal and John Bates Clark, bargaining theory by Arthur Cecil Pigou, residual claimant theory by Francis A. Walker, surplus value theory by Carl Marx, and other theories.

**Module III** (6 Hours )  
**Principles of compensation determination:** Meaning and Significance compensation principles. Equity (internal and external), bargaining ability of employee unions and individual employees, statutory requirements, ability to pay, worth of the job, demand-supply conditions in job market. Job evaluation and salary survey

**Module IV** (8 Hours)  
**Cost to Company (CTC) Method:** Meaning and significance, advantages and limitations, CTC, Gross salary and Net salary. Components of CTC- Monthly, quarterly, annual and one time components. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components. Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, Benefits, perquisites and statutory components.

**Module V** (14 Hours)  
**Benefits and incentives:** Meaning, significance and characteristics, basis for benefits payment, statutory benefits- employees state insurance, provident fund, gratuity, unemployment benefits, skills up gradation benefits, pension, employees compensation and Maternity benefit, non statutory benefits- insurance against injury, illness, disability, fatal accident and death. Meaning and significance of incentives, basis for incentives payment, purpose and types- regular, periodical and occasional incentives, cash incentives and incentives as fringe benefits. Stock options.

**Module VI** (6 Hours)  
**Executive compensation:** Meaning and significance of executive compensation, unique features of executive compensation, fixed components and variable components, perquisites and benefits basis for determining executive compensation, statutory upper limit on executive compensation as per Companies Act 1956, stock options, joining bonus, retention bonus and severance pay.

**Module VII** (6 Hours )  
**Law Relating to compensation:** Payment of wages Act 1936, Minimum wages Act 1948, Payment of Bonus Act 1965, and Equal Remuneration Act 1976.

**Module VIII** (6 Hours )  
**Taxation on salary and benefits:** Meaning and significance of taxation on salary, Professional tax of state government on salaries people, income tax of

central government on salaries people. Components of salary and benefits which are exempted from payment of tax. Approaches to create salary structures to minimize the tax liability. Procedure for deduction and remittance of taxes. Responsibilities of employer and employee in complying with taxation law.

**Practical components:**

- Students have prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students are expected to conduct a survey regarding the effective utilization of resources within the campus and find out the flaws in the existing compensation system.
- Give a wage determination case and ask the students to suggest solution.
- Give a cost to company case and ask the students to role play for negotiating with a prospective job applicant to distribute the CTC under various components.
- Give a case to Identify and prepare the, notices to be displayed, returns to be submitted and the registers to be maintained as per the above legislations.

**RECOMMENDED BOOKS:**

1. Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam C. S., McGrawhill Irwin, 2009.
2. Compensation Management - Deb Tapomoy, Excel Books, 2009.
3. Employee Reward - Michael Armstrong, Universities Press, 2007.

**REFERENCE BOOKS:**

1. Strategic compensation - Martocchio J. J. Pearson Education, 2004.
2. Compensation - Gerhart B & Rynes S L, Sage Publishers, 2003.
3. Understanding Wages and Compensation Management – Sarma A. M, HPH.

**LEARNING AND DEVELOPMENT**

Sub Code: <b>12MBAHR343</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I** (5 Hours)  
**Introduction to training and development:** Meaning and significance, theories of adult learning, pedagogy and andragogy, classification of learning capabilities, Bloom's taxonomy, Learning enhancement factors, facilitation theory, nine events of instruction, different approaches to adult learning

**Module II** (5 Hours)  
**Training Needs Analysis :** Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation.

**Module III** (5 Hours)  
**Training Design and Development :** Meaning and significance, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities, follow up activities and lesson plan

**Module IV** (5 Hours)  
**Training implementation:** Meaning and significance of implementation, making or buying decision, selecting the training provider, implementation of in-house programme, blocking the dates, mobilizing the resources, logistic requirements, boarding and lodging facilities, identification of trainers, managing contingences, accommodating the changes.

**Module V** (6 Hours)  
**Training Evaluation:** Meaning and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, data collection for training evaluation, designs of training evaluation.

**Module VI** (10 Hours)  
**Teaching and facilitation skills:** Competencies for trainers, personal conduct, social practices and subject expertise, handling questions, feedback skills, motivating the trainees, managing time, maintaining decorum, drawing attention, handling post lunch session, frames of reference, communication skills, eye contact, facial expression, gestures, distance zones, presentation and facilitation skills.

**Module VII** (8 Hours)  
**On the job methods:** Meaning and significance of on the job training(OJT), historical evolution, Allen's four step model, Kane's seven step model, five

needs of supervisors, advantages and limitations of OJT, skills of OJT trainers, OJT process, OJT methods and OJT effectiveness.

#### **Module VIII**

**(12 Hours )**

**Other methods: Classroom methods:** Meaning and significance of classroom training, advantages and limitations, bringing life to classroom, fundamentals of classroom effectiveness, types of classrooms, methods of classroom learning, technology based classrooms, interaction techniques. **E-Learning methods:** Meaning and significance of e learning, process of e-learning, types of e-learning, advantages and limitations of e-learning. **Outward bound methods:** Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues.

#### **Practical component:**

- Students can prepare skill matrix for few selected jobs and identify the types of training needed to impart those skills
- Students can be given case studies/ role plays to understand how these methodologies can be effectively used for training
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Ask the individual students to play a role for about 15 minutes to show their teaching and facilitation skills as trainers.

#### **RECOMMENDED BOOKS:**

1. Training and Development, Pandu Naik G, Excel Books, 2007.
2. Employee Training & Development – Noe A. Raymond, McGraw Hill, 2008.
3. Training and Development - Janakiram B, Biztantra, 2007.

#### **REFERENCE BOOKS:**

1. Effective training Systems, strategies and practices – Blanchard, 2/e, Pearson education.
2. Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
3. Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.
4. Training in organizations - Goldstein, 4/e, Cengage learning.

## LABOUR LAW AND EMPLOYEE RELATIONS

Sub Code: <b>12MBAHR344</b>	IA Marks	: 50
No.of Lecture Hrs/week : 04	Exam Hrs.	: 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks	: 100
Practical Component : 01 Hr/ Week		

**Module I** **(4 Hours)**  
**Evolution of Labour Law and Industrial Relation:** History of labour movement in India, Constitutional provisions of labour law, Labour Commissions and their recommendations.

**Module II** **(4 Hours)**  
International Labour Organization and its role, tripartite approach to industrial relation- Employee unions, Employer unions and Labour department of the government.

**Module III** **(4 Hours)**  
**Collective bargaining and negotiation:** Collective bargaining and negotiation of service conditions, Non unionized organizations and industrial relation with non unionized workers.

**Module IV** **(10 Hours)**  
**Law Relating to Service conditions:** Factories Act 1948, Karnataka Shops and Commercial Establishment Act 1961, Contract Labour (Regulation & Abolition) Act 1970, Apprentice Act 1961.

**Module V** **(10 Hours)**  
**Law Relating to Social Security Benefits:** Employees State Insurance Act 1948, Employees Compensation Act 1923, Maternity Benefit Act 1961, Employees Provident Fund and Miscellaneous Provisions Act 1952, Payment of Gratuity Act 1972,

**Module VI** **(10 Hours)**  
**Law Relating to Industrial Relation:** Trade Union Act 1926, Industrial Employment (Standing Orders Act) 1946, Industrial Disputes Act 1947.

**Module VII** **(10 Hours)**  
**Law and procedure for employee discipline:** Meaning and significance of employee discipline, service rules and standing orders, misconduct, suspension and subsistence allowance, show cause notice, investigation, enquiry and charge sheet, principles of natural justice and enquiry procedure.

Sections 11A, 17B, 33 and schedule 5 of Industrial Disputes Act and Section 10A of Industrial Employment standing orders Act.

**Module VIII**

**(4 Hours)**

**Prevention of Sexual harassment at workplace:** Meaning and significance, Supreme Court verdict in Vishaka Versus State of Rajasthan case, employer responsibility to create harassment free work place, training employees for good behavior, modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.

**Practical Components:**

- Arrange a debate on constitutional provisions of labour law.
- Give a case of collective bargaining and ask the students to role play.
- Give an industrial disputes case pending before conciliation officer and ask the students to prepare the written reply of the employer for the said case,
- Arrange a debate in the classroom about rights and duties of trade union of workers. Ask the students to draft a standing order for certification for a newly started garments factory employing 300 workers.
- Give a list of allegations reported against an employee of an organization and ask the students to draft the charge sheet.
- Ask the students to prepare a policy document to prevent sexual harassment at workplace.

**RECOMMENDED BOOKS:**

1. Relevant Acts with Rules – Reputed Law book publishers.
2. Industrial Relations, Trade Unions and Labour Legislation - Sinha P R N, Sinha I. B and Shekhar S. P, Pearson education, 2010.
3. Industrial Relations and Labour Laws - Srivastava S. C, 5/e, Vikas Publishing, 2010.
4. Industrial Relations and Labour Law - Singh B.D, Excel Books, 2011.

**REFERENCE BOOKS:**

1. Industrial and Labour Legislation - Porwal L. M. and Sanjeev Kumar, Vrinda Publications, 2010.
2. Industrial Relations - Ratna Sen, Macmillan Publishers, 2010.
3. Industrial Jurisprudence and Labour Legislation, Sarma A. M, 5/e, HPH.

## SEMESTER III: CREATIVE MANAGEMENT AREA

### IDEATION, BRANDS AND BUSINESS

Sub Code: <b>12MBACM351</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

#### **Module I (6 Hours)**

Definition of an Idea; what is the construct of an Idea; how best to identify & describe an Idea; what makes an Idea sustainable & growing; basic principles of Ideation; recognizing & nurturing Ideas; impact of culture, history, language & folklore on Ideas, The Idea in Art, Ideas in Nature, Ideas in Science, What are the Best Ideas of the 20th Century? Articulating the problem, How to look at ideas as problem solvers?

#### **Module II (6 Hours)**

Ideas across domains like FMCG, durables, services, corporate & individual branding; translation of the principles across B2C, B2B, G2C & P2P; implications in non-traditional marketing fields like charity, spirituality & politics; do's & don'ts of Ideation across all situations, The Origin of the Word – Brand, Difference between a Product and a Brand, The Connection between a Brand and its Advertising, Brand Ideas as Owned or Seen by Consumers.

#### **Module III (6 Hours)**

What is an Advertising Positioning? How to write a Creative Brief? The need to articulate the Idea and how to ensure its expression across multi-media? Carrying an Idea to flawless execution; selling an Idea – Conflict Resolution and the Art of Compromise, Wit in Advertising and Design, Shades of Humour and Indian and Global Culture.

#### **Module IV (8 Hours)**

Implications across different touch points & tasks & budgets; execution mandatories; techniques for Idea generation & evaluation; Mind Mapping, Brainstorming, Random Association, Problem Reversal, Forced Analogy, Assumption Smashing, Attribute Listing, Lateral Thinking, 100 Boxes, Hive Mind; Six Thinking Hats; Branding touch point # 1---Brand name & its packaging & its logo & its colors & its font.



**Module V****(8 Hours)**

Branding touch point---The channel & placement & retail; Modern trade versus kirana; The role of the channel and brand pull; Monitoring and Managing Channels; Branding touch point # 3---The Strategic role of Pricing; Price and Consumer profile and Brand image. Branding touch point # 4---Brand promotion including PR. Brand Positioning, Brand Positioning Process, Product Positioning Process, Brand Positioning and the Consumer Mind

**Module VI****(6 Hours)**

The role of media mix and tapping the inherent synergy; The ROI of promotions; The inter-play between Marketing & Sales & Distribution & After-sale service & Operations & manufacturing; The Role of New Media in Brand Promotion, Direct Marketing, Interactive Marketing, Personal Communication; Market Entry Method, Licensing and Franchising, and Contracting, Non-profit Marketing

**Module VII****(8 Hours)**

Strategic Brand Management; Brand portfolios; Brand extensions; Sub-brands; Mother brands; Umbrella brands; Brand Integration Strategy; Brand folk-lore & Myths & Icons; Brand disasters & Revitalizing & refreshing brands; The emerging philosophy of Brand influence and Brand Advocacy; How can brands have meaningful & exciting & mutually advantageous conversations with their current & prospective consumers?

**Module VIII****(8 Hours)**

The impact of technology & Internet & social networks; New media and brand-consumer relationships; Promiscuity on the rise---brand switch at the click of the mouse; The resulting lowering of exit barriers & vanishing of geographic borders; Global and Local Brand Management; The Impact of Technology and Internet and Social Networks; Search Engines Impact and Perception of Brands; Blog Impact on Brands.

**Practical Components:**

- Look for 5 unique & highly persuasive ideas around you and imagine what would have been the underlying consumer need that these ideas seek to solve.

- Survey 6 service brands---3 successful & 3 failures and identify through a field study among their users the reasons for their success & failure.
- Write an essay on the similarities & differences among brands & their ideas in rural vs urban markets.
- Do a secondary research about the global & Indian experiences of the impact of ideas on men vs. women.
- Identify 5 recent advertising campaigns and articulate what would have been their tasks, the insights, the ideas & their creative expression along with the choice of media.

#### **RECOMMENDED BOOKS:**

1. How to have Kick-ass Ideas - Chris Barez- Brown, Sky Horse Publishing, 2008.
2. A Whack on the Side of the Head, Creative Think - Roger Van Oech 1/e, 1973.
3. Lateral Thinking - Edward de Bono, Harper Colophon, 1973.
4. Six Thinking Hats - Edward de Bono, Penguin India, 2010.
5. How to Have Creative Ideas - Edward de Bono, Vermilion, 2007.
6. A Technique for Producing Ideas - James Webb Young, National Textbook Co.

#### **REFERENCE BOOKS:**

1. The Riddle - Andrew Razeghi, Times Books, Bennett Coleman, 2008.
2. A Terrible Beauty: The People and Ideas that Shaped the Modern Mind - A History - Peter Watson, Weidenfeld & Nicolson History, 2001.
3. How to think Like Leonardo da Vinci, Gelb, Michael J, Harper, 2008.
4. Mind Mapping, Plume , 1996
5. Teaching Thinking - Edward de Bono, Penguin, 1976.
6. Textbook of Wisdom - Edward de Bono, Penguin, 1994.
7. Intelligence is Not Enough - Edward de Bono , Westland, 2007.
8. The Handbook of New Media - Leah A. Lievrouw, Sonia Livingstone (ed.), SAGE, 2002
9. Understanding New Media: Extending Marshall McLuhan, Logan, Robert Peter Lang Publishing. 2010.
10. The New Media Reader - Wardrip-Fruin, Noah and Nick Montfort, ed. The MIT Press. 2003.
11. Media Society: Industries, Images and Audiences, Croteau and Hoynes. 3/e, Pine Forge Press: Thousand Oakes. 2003.

## ENGAGEMENT PLANNING AND NEW MEDIA

Sub Code: <b>12MBACM352</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I (8 Hours)**

Introduction to basic concepts like media reach, frequency; effective reach & OTS; GRPs & CPRP; Relationship between Media and Audience; Offering Choices---Media and Advocacy; Media and Propaganda; Public Relations & Media; Types of Audiences; Effects of Media; Effects of Media in Day-to-Day Life; Media's Effects on Attitudes and Opinions.

### **Module II (8 Hours)**

The concepts of media exposure; media mappings; media mix; media apertures; media intensity & media stickiness; Learning from Media, Digital Media Effects; Convergence of Media; Offering Choices---Media and Advocacy, Media and Propaganda, Public Relations & Media.

### **Module III (6 Hours)**

Similarities & differences between traditional & new media; the implications for brand building; innovations in planning, budgeting, executing, reporting & evaluating multi media campaigns; Changing Patterns of Media Consumption Habits

### **Module IV (4 Hours)**

New media & consumers; the shifting nature of the relationships between them; push vs pull media; role of technology in these.

### **Module V (8 Hours)**

What is truly inter-active media Difference between media in the traditional sense & new thinking in terms of engagement; Integrated Media; What Makes Integration Successful? - Fit, focus, fame, Permission Marketing, Reality Marketing, Experiential Marketing, Branded Content and Sponsorship – What's The Difference?

### **Module VI (6 Hours)**

media as interface & channel of brand relationship building; opportunities &

challenges in case of traditional vs new media; strategic implications for brand building; Fragmentation of Media and Implications for Media Planning and Buying

**Module VII**

**(8 Hours)**

User generated content; Implications of User Generated Content; media neutrality; media credibility; source authority; blogs vs twitter vs face book vs google vs yahoo; Punk Marketing, Word of Mouth and Subversive User Content, Cross-platform User Content.

**Module VIII**

**(8 Hours)**

Types of Media Bias, Media Neutrality in India, Commercialization/ Commodification of Values in Media, Advertorial, Media Literacy and Media Neutrality; Media metrics & measurement both from planning & buying perspectives; ROI for traditional vs. new media; implications for budgeting & campaign planning & MIS; Branded Content: From Placement to Entertainment – Advertainment, Looking to the Future, Extending the Reach of Branded Entertainment.

**Practical Components:**

- Do a project on the impact of twitter on brand building using successful as well as weak brands.
- Interview 5 marketers about their current & intended strategies to exploit social media and make a presentation to a panel of these companies.
- Identify the daily media calendars for 3 different audiences---successful male corporate executive; middle class home maker; teenagers—either sex.
- Do a survey about the impact of technology on television---the challenges & opportunities.
- Do a comprehensive secondary research – global & Indian – On how print media can monetize their content without going bankrupt, in an era where the consumers are most unwilling to pay for any content online. Make a presentation of your findings to a panel of local print media owners

**RECOMMENDED BOOKS:**

1. Ogilvy on Advertising - David Ogilvy, First Vintage Books edition, 1985
2. No Logo - Naomi Klein, Picador; Tenth Anniversary Edition. ,2009

3. The Substance of Style - Virginia Postrel, Perennial, 2004
4. Cutting Edge Advertising - Jim Aitchison, Pearson Education Canada, 2008
5. Cutting Edge Commercials - Jim Aitchison, Prentice Hall, 2008

**REFERENCE BOOKS:**

1. The Advertising Concept Book - Pete Barry ,Thames and Hudson, 2008.
2. Twenty Ads That Shook the World - James Twitchell, Three Rivers Press, 2001.
3. Visual Communication - Paul Martin Lester, 5/e, Wadsworth Publishing , 2004.
4. UnSpecial Effects - Bob Gill, Graphis (NY), 2001.
5. Creative Advertising - Mario Pricken, Thames and Hudson, 2008.
6. The Fifth Discipline Fieldbook - Peter M. Senge, Doubleday/Currency, 2006.
7. The History of Arts – Gombrich E. H and E.H. Gombrich E.H. Gombrich,1980.
8. Authenticity - David Boyle, Flamingo, 2003.
9. The Millennials Rising: The Next Great Generation - Neil Howe, William Strauss and R.J. Matson, 1/e, Vintage , 2000.

**PROJECT MANAGEMENT AND BUDGETING**

Sub Code: <b>12MBACM353</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I**

**(6 Hours)**

Project management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy; Introduction to key concepts: project characteristics Emerging International trends; Project scheduling: Gantt chart, Pert- ADM Networks, and three time estimation.

**Module II**

**(6 Hours)**

Effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting; Resource Allocation – Resource estimation, allocation & Leveling.

**Module III** (6 Hours)  
Project Scope management & Budgeting: defining project scope, creating work break down structure (WBS); Project cost estimation methods; project budgeting and cost breakdown structure (CBS)

**Module IV** (6 Hours)  
Project roll up; process break down structure; responsibility matrix; Project Monitoring and control: assessment of current status of activity completion and updating, details and frequency of reporting, system of weighted average completion

**Module V** (8 Hours)  
Project scheduling and Risk Management: network models, PERT & CPM using software; Project performance evaluation : ‘S’ curves for project completion and cost comparison Concept of earned value, cost and schedule performance indices, estimates at completion

**Module VI** (8 Hours)  
Measuring risk; Contingency planning; scheduling resources; reducing project duration; Project performance evaluation: ‘S’ curves for project completion and cost comparison; Concept of earned value, cost and schedule performance indices, estimates at completion

**Module VII** (8 Hours)  
Project Team Management: building high-performance project teams, managing virtual project teams, project control process; Basic essential and desirable features for Project management packages; assessing and evaluating organizational needs and matching of features; overview of different packages available; demonstration of the use packages

**Module VIII** (8 Hours)  
Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit; Project procurement and contract management: Project purchasing – special characteristic, material controls, codification and storage

**Practical Components:**

- Take 3 regular college based events e.g. Annual day; cultural festival and the convocation, and do a full fledged project plan for these and “sell” them to the college authorities.
- Take 5 family projects like an annual holiday; religious festival and birthdays and apply the principles of budgeting to these.

- Take a local festival or a sports tournament and demonstrate to the organizers the benefit of scientific project management.
- Take any project of your choice, including social development, and successfully complete an end-to-end planning to implementation. Then share the lessons learnt on the challenges & your strategy to overcome these to a panel of external NGO's.

**RECOMMENDED BOOKS:**

1. The Wiley Project Engineer's Desk Reference: Project Engineering, Operations, And Management - Sanford I. Heisler, Heisler, Wiley-interscience,1994.
2. Fundamentals of Project Management - James P Lewis, Heritage Publishers, 20f03.
3. Managing Projects Large and Small: The Fundamental Skills to Deliver on budget and on Time - Harvard Business Press, 2003.
4. An Introduction to IT Project Financials - Budgeting, Cost Management and Chargebacks - Michael Gentle, Lulu. Com, 2010.

**REFERENCE BOOKS:**

1. Project Management: a Reference for Professionals: Cost Engineering - Robert L Kimmons, James H Loweree, CRC Press. 2000.
2. Project Management: The 12 Predictable and Avoidable Pitfalls Every Project Faces, Happy About, - Kimberley Wiefeling, Scrappy 2003.
3. Earned Value Project Management - Quentin W. Fleming, Project Management Institute, 2009.
4. Project Management Accounting: Budgeting, Tracking, And Reporting Costs And Profitability - Kevin R. Callahan, Gary S. Stetz, Lynne M. Brooks, John Wiley & Sons, 2007.
5. Project Management: Getting The Job Done On Time And In Budget - Patrick L. Healy, Patrick Healey, Butterworth Heinemann Limited, 1998.
6. Project Management – Vasant Desai, HPH.

**MARKET RESEARCH AND INSIGHTS**

Sub Code: <b>12MBACM354</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (8 Hours)**

Market Research and Marketing Research, Types of Market Research, Qualitative Research and Quantitative Research, Decisions that can be Guided by Market Research, Importance of Marketing Research, Consumer Insight, Divisions of Marketing Research Market Research, Advertising or Promotion Research, Product Research, Distribution Research, Sales Research, Marketing Research and Marketing Management

**Module II (8 Hours)**

The Marketing Research Process, Commissioning Market Research, Research Brief, Marketing Information System, Components of Marketing Information System, Internal Reports System, Marketing Research System: Marketing Intelligence System, Analytical Marketing System; Competitive Intelligence, Common Errors in Using Competitive Intelligence, Decision Making

**Module III (8 Hours)**

Importance of Marketing Research in Business, Marketing Research and Decision Making, the Characteristics of Valuable Information, Types of Marketing Research Studies, Stages in the Research Design Process, Quantitative Research Sampling, Measurement Techniques, Attitude Measurement, Self-Reporting Methods, Methods for Rating Attributes

**Module IV (6 Hours)**

Measurement Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale; Scale Types: Comparative Scaling, Non-comparative Scaling; Attitude Measurement, Self-Reporting Methods, Methods for Rating Attributes, Data Analysis, Customer Research, Advertising Research, Product Research, Distribution Research, Sales Research, Marketing Environment Research, Internet Marketing Research, and International Marketing Research

**Module V (7 Hours)**

Qualitative Market Research, Types of Qualitative Market Research, Newer and Emerging Qualitative Researches, Morphological Psychology and Market Research, When to Employ Qualitative Research; Ethics and Qualitative Market Research; Case Studies for Qualitative Research.



**Module VI****(7Hours)**

Qualitative Research Employed and It's Suitability, Types of Observational Research, Advantages and Disadvantages of Observational Research, Ethnography, Explicit – Implicit Triggers, Researching Values – Attitude – Behaviour; Analysis of Information, Outcomes, Research Reports and Presentations, Direction for Management, Findings Interpretation

**Module VII****(8 Hours)**

What is an insight and where are the available and how to search for them? The Role of an Insight in Product Development and Marketing; Marketing Research and Marketing Management, The Marketing Research Process, Commissioning Market Research, Research Brief, Developing the Research Plan, Market Research for Small Businesses; Research process at each stage – brief, design, execution, and interpretation;

**Module VIII****(4Hours)**

Research trends, Behavioural Science Based Approach, Economic and Competitive Pressures, Consumer Insight Groups, Quantifying Emotions, Impact of the Social Media, Do-it-Yourself (DIY) Research; Research ethics, typical research errors, Research and culture;

**Practical Components:**

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumer vs. trade vs. competition insights & how best to exploit them.
- Take 5 recent digital innovations e.g. twitter or facebook and identify the insights. Locate 5 non-users of search or mail and interview their reasons.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class
- Choose 3 successful movies eg. Dabang & Zindagi na milegi & My name is Khan---and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flops. Present your findings to the class

**RECOMMENDED BOOKS:**

1. Ethnographic Research: A Guide to General Conduct - Ellen R. F, Academic Press, 1987.
2. Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005.

3. Essentials of Marketing Research – William G. Zikmund, Barry J. Babin, 4/e, Cengage Learning, 2010.
4. Marketing Management – S. K. Sarangi, 2/e, Asian Books Private Limited, 2009.
5. Research Skills for Students: Transferable and Learning Skills - Allison, B, O’Sullivan, T, Owen, A, Rice, J, Rothwell, A and Saunders, C Kogan Page, 1996.
6. Market Research - Robin Birn, Patrick Forsyth, John Wiley and Sons Inc. 2002.

**REFERENCE BOOKS:**

1. Ethnographic Research: A Reader - Stephanie Taylor. Sage. 2002.
2. The Observational Research Handbook: Understanding How Consumers Live With Your Product - Bill Abrams and American Marketing Association, Mc-Graw Hill Professional. 2000.
3. Doing Ethnographic and Observational Research - Michael V. Angrosino, Steinar Kvale, Rosaline S. Barbour, Marcus Banks, Graham Gibbs, Tim Rapley, Sage, 2007.
4. Marketing - Paul Baines, Chris Fill, Kelly Page, Oxford University Press, 2008.
5. Marketing: An Introduction - Gary Armstrong, Michael Harker, Philip Kotler, Ross Brennan, Financial Times Prentice Hall. 2009.
6. Marketing: the basics - Karl Moore, Niketh Pareek, Routledge. 2010.
7. Market Research: a guide to planning, methodology & evaluation - Paul Hague, Kogan Page, 1996.
8. Market Research Best Practice. 30 Visions of the Future - Peter Mouncey, Frank Wimmer. John Wiley and Sons Inc. 2007.

**SEMESTER IV**

**SUPPLY CHAIN MANAGEMENT**

Sub Code: <b>12MBA41</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**MODULE 1** (8 Hours)  
Introduction to Supply Chain Management  
Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

**MODULE 2** (10 Hours)  
Designing the supply chain network  
Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modelling for supply chain.

**MODULE 3** (5 Hours)  
Designing and Planning Transportation Networks.  
Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation.

**MODULE 4** (8 Hours)  
Sourcing and Pricing.  
Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis.  
Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

**MODULE 5** (5 Hours)  
Information Technology in the supply chain  
IT Framework – customer relationship management – internal supply chain management – supplier relationship management – transaction management – future of IT.

**MODULE 6** (6 Hours)  
Coordination in a Supply Chain

Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levers – building partnerships and trust – continuous replenishment and vendor managed inventories – collaborative planning, forecasting and replenishment.

**MODULE 7 (7 Hours)**

Dimensions of Logistics

Introduction: A macro and micro dimension – logistics interfaces with other areas – approach

to analyzing logistics systems – logistics and systems analysis – techniques of logistics

system analysis – factors affecting the cost and importance of logistics.

**MODULE 8 (7 Hours)**

Demand Management and Customer Service

Outbound to customer logistics systems – Demand Management – Traditional Forecasting –

CPFRP – customer service – expected cost of stockouts – channels of distribution.

**Practical Components:**

- Students are expected to choose any 2 Indian Organization and study their supply chain in terms of drivers of the Supply chain and submit a report
- Students can study TPL and FPL service providers in India and develop the profile of various services provided by them
- Students can identify any product/service and study the type of distribution system used and understand the reason for using that particular type.
- Students can identify the various types of IT applications employed by Indian Organizations in their Supply chain.

**RECOMMENDED TEXT BOOKS:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
2. Supply Chain Management by Janat Shah Pearson Publication 2008.
3. A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, Cengage Learning, 1/e

**REFERENCE BOOKS:**

1. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Second Edition, 2008.

2. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Cengage Learning, 1/e
3. David Simchi-Levi et al, Designing and Managing the Supply Chain – Concepts,

### **TOTAL QUALITY MANAGEMENT**

Sub Code: <b>12MBA42</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (6 hours)**  
 Introduction to TQM, Meaning of the terms quality, quality control and quality assurance, importance of quality, quality dimensions of products and services, quality and competitive advantage, cost of quality, TQM, Evolution of TQM, Basic principles of TQM, TQM VS Traditional management, advantages of TQM

**Module II (10 Hours)**  
 Philosophical Framework to TQM Contribution of various gurus of TQM, Deming-Deming's chain reaction, Deming's principles, deadly sins, PDCA cycle, Juran's Quality trilogy, Juran's breakthrough sequence, Philips crosby- Quality is free, Taguchi's Quality loss function, Ishikawa's contributions and Quality Circles.

**Module III (6 Hours)**  
 Benchmarking Definition, reasons for benchmarking, types of benchmarking, process of benchmarking what to benchmark, understanding current performance, planning, studying others, using findings, Xerox model of benchmarking, Advantages and pitfalls of benchmarking Concept of Kaizen and its applications

**Module IV (6 Hours)**  
 Business Process Re-engineering(BPR) Introduction, Need for BPR, Implementing BPR, Steps in BPR, Re-engineering Vs. TQM, BPR Vs. Kaizen, Re-engineering the structure, change management and BPR, BPR and IT, Advantages and Limitations, Indian examples of BPR

**Module V (8 Hours)**

Quality Management Systems(QMS) Introduction, meaning of QMS, ISO 9000, Benefits of ISO, ISO 9000-2008 series, implementation of ISO 9000, Problems related to ISO 9000, QS 9000, Need for QS 9000, QS 9000 series ENVIRONMENTAL MANAGEMENT SYSTEM (EMS), ISO 14000 series, Benefits of ISO 14000, Integrating ISO 9000 & 14000, SEI-CMM level 5,

**Module VI**

**(6 Hours)**

Quality Awards : Introduction, Need for Quality Awards, Deming Prize and its features, MBNQA and its features, European quality award and its features, Golden peacock award, TQM models.

**Module VII**

**(8 Hours)**

Quality Control tools: Introduction, 7 tools of quality control (Old & New), Poka-yoke, Quality Function Deployment.

**Module VIII**

**(6 Hours)**

Introduction to Six Sigma Historical developments, statistical framework for six sigma, DPU and DPMO concepts, DMAIC methodology, Training for Six Sigma, Benefits of Six Sigma, Six sigma and TQM.

**Practical Component:**

- Students have to study any Indian organization which has won Deming prize and identify the quality initiatives of that organization
- Students are expected to study various quality awards given in India like CII Business excellence award , Rajiv Ghandi national quality award and Tata groups Excellence Award and compare with international awards
- Students can identify any 2 products and 2 services and develop Quality attributes for the same.
- Students can identify industry from any sector and conduct a benchmark study with respect to best in the class.

**RECOMMENDED TEXT BOOKS:**

1. Management and Control of Quality, James R. Evans, 8/e 2012, Cengage Learning
2. Total Quality Management, Dale.H. Besterfield, 3rd Edition, Pearson Education
3. Total Quality Management Text and Cases, G. Nagalingappa & Manjunath VS, Excel books.
4. Total Quality Management, Shridhar Bhat, Himalaya Publication

**REFERENCE BOOKS:**

- 1.Total Quality Management by Poornima M.Charantimath, Pearson Education.
2. Quality Control Handbook by JURAN, Mc.Graw Hill Publication

**SEMESTER IV: MARKETING AREA****RURAL MARKETING**

Sub Code: <b>12MBAMM415</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (4 Hours)**

**Introduction:** Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets

**Module II (8 Hours)**

**Rural marketing environment:** Population, occupation pattern, income generation, location of rural population, expenditure patter, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, problems in rural marketing, rural demand, rural market index, Agriculture Inputs(Seeds, Fertilizers, Farm Machineries)

**Rural credit institutions:** Role of cooperative institutions, regulated markets, agriculture export zones(AEZ).Establishments of marketing departments for various agricultural and non-agricultural produce. KAPPAC, COIR BOARD, COFFEE BOARD, NHB, APEDA.

**Module III (6 Hours)**

**Rural Consumer behaviour:** Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors,

**Characteristics of Rural consumer-** Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism,

Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty

**Module IV**

**(6 Hours)**

**Researching Rural Market:** Sanitizing rural market, Research design-Reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection,

**Module V**

**(9 Hours)**

**Rural Marketing Strategies:**

**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, Behaviour 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, Brand Loyalty Vs Stickiness

**e) Fake Brands-** The Fakes Market, Strategy to counter fakes,

Structure of competition in Rural India, Product warranty and After-sales-service, Conclusion, Assignment

**Module VI**

**(7Hours)**

**Distribution Strategy: Introduction:** Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural

**Module VII**

**(6 Hours)**

**Communication strategy:**Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalised media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies,

**Module VIII**

**(6 Hours)**

**The future of Rural Marketing:** Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private

**Case studies in Indian context only**

**(4 Hours)**

**Practical Components:**

- Visit to the various Micro Finance Institutes, who extend their services in catering rural market.
- Approaching the FMCG companies which have already catered in Rural and Understand the approach strategy ( What is that innovative concept the company has adopted in successfully catering in to rural markets)
- Visit to a village and APMC to understand the market structure and also understand the functioning part of the rural markets
- Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)
- Students can do a survey on purchase pattern of automobiles or telecom products or any other smart gadgets.
- Students can Visit and do a survey on corporate farming and its effect on income of the rural farmer.

**RECOMMENDED BOOKS:**

1. Rural Marketing - Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House,
3. Rural Marketing - Dogra & Karminder Ghuman, 1/e, TMH.
4. Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response SAGE Publication 2007.
5. Rural Marketing – Badi, HPH.

**REFERENCE BOOKS:**

1. Rural Marketing – Mathur U. C, 1/e, excel books.
2. Rural Marketing – Krishnamacharyulu C. G & Lalitha Ramakrishnan, Pearson Education.
3. Rural Marketing – Habeeb Ur Rahman,1/e, HPH, 2004.
4. Rural Marketing – Sukhpal Singh , Vikas Publishers

5. Rural Marketing – Minouti Kamat & R. Krishnamoorthy, 3/e, HPH.
6. Agricultural Marketing In India – Acharya , Oxford I B H
7. Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
8. Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.

### **STRATEGIC BRAND MANAGEMENT**

Sub Code: <b>12MBAMM416</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I– Introduction To Branding: (8 Hours)**

Historical Origins Of Branding. Definition Of Brand. Why Do Brands Matter To Consumers And Producers. Branding Of Physical Goods, Services, Retailers And Distributors, People, Organizations, Sports, Arts, And Entertainment, Geographic Locations Etc. Branding Challenges And Opportunities.

**Module II : Measuring Brand Equity: (8 Hours)**

Definition. Cost Based Method. Price Based method. Customer based brand equity.

**Module III: Choosing Brand Elements (7 Hours)**

Definition and criteria for choosing brand elements. Options and tactics for Brand names, URL's, Logos and symbols, Characters, slogans, jingles, packing and putting it all together.

**Module IV: Brand Positioning: (7 Hours)**

Product positioning. The three C's of positioning. Competitive positioning. POP'S AND POD's. Positioning Strategy.

**Module V: Other Branding Concepts: (6 Hours)**

**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

**Brand Knowledge:** Meaning, Dimensions, and conceptualizing the leverage process using company, countries, channels, other brands, characters, events etc

**Module VI:** Branding Strategies **(7 Hours)**

**Brand Extension-** Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension. How do customers value Brand Extension. Evaluating Brand Extension Opportunities.

**Brand Repositioning:** Meaning, Types of repositioning strategies in Indian marketing

**Module VII:** Brand Imitations: **(5 Hours)**

**Brand Imitations:** Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

**Module VIII–** Making Brands Go Global: **(6 Hours)**

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.

**Case studies in Indian context only** **(2 Hours)**

### **Practical Components:**

- Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other products
- If you would start an MBA College, what would the positioning be with POP's and POD's?
- Pick up your college, analyse its positioning and how would you reposition it?
- Pick a multiproduct company and as completely as possible analyse its brand portfolio and brand extensions ?
- Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy

- Student can carry out a study on Celebrity endorsement by visiting the brand building house like lowe lintas regarding the Brand promotion.

**RECOMMENDED BOOKS:**

1. Strategic Brand Management: Building Measuring & Managing Brand Equity – Kevin Lane Keller, 3/e, Pearson Education, 2011.
2. Brand Management: The Indian Context - Moorthi Y L R, Vikas Publication.
3. Strategic Brand Management – Kapferer, JeanNoel, 2/e, Kogan Page.
4. Brand Imitations – Kaptan, Pandey S, 1/e, HPH, 2004.
5. Brand Management - Tapan Panda, 2/e, Excel Publication.
6. Brand Management : Text and Cases, U C Mathur, 1/e, Macmillan.

**REFERENCE BOOKS:**

1. Brand Management- Harish V. Verma, 2/e, Excel Books.
2. Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003
3. Managing Indian Brands –Ramesh Kumar S, Vikas.
4. Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press
5. Creating powerful brands – Chernatony, 1/e, Elsevier Publication.
6. Successful Promotions Build Successful brands – Pran K. Chodhury, University Press

**INTEGRATED MARKETING COMMUNICATIONS**

Sub Code: <b>12MBAMM417</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (8 Hours)**  
 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  
 Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

**Module II (4 Hours)**  
**Advertising Agency:** Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

**Module III (4 Hours)**  
**Advertising objectives and Budgeting:** Goal setting – DAGMAR approach, Various budgeting methods used.

**Module IV (8 Hours)**  
**Media planning:** Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.  
**Media strategy:** Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

**Module V (8 Hours)**  
**Direct Marketing:** Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.  
**Promotion:** Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity  
**Public relation/ Publicity:-** Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

**Module VI (4 Hours)**  
**Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

**Module VII (11 Hours)**  
**International Advertising:** Global environment in advertising, Decision areas in international advertising  
**Internet advertising:** Meaning, Components, Advantages and Limitations, Types of Internet advertising  
**Industrial advertising:** B 2 B Communication, Special issues in Industrial selling.

**Module VIII (5 Hours)**  
**Event Management:** Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events.

**Case studies in Indian context only (4 Hours)**

**Practical Components:**

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

**RECOMMENDED BOOKS:**

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 9/e, 2012.
2. Advertising 'An IMC Perspective' - S. N. Murthy / U.Bhojanna - Excel Books, 2007.
3. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cenage Learning.
4. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
5. Integrated Marketing Communications – Niraj Kumar, HPH.

**REFERENCE BOOKS:**

1. Foundations of Advertising, Chynawalla & Sethia, HPH, 2007
2. Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007.
3. Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.
4. Advertising Basics, Vilanilam, Varghese, Response Books, 2007
5. Advertising, Sangeeta Sharma & Raghuvir Singh, PHI, 2006.

## INTERNATIONAL MARKETING MANAGEMENT

Sub Code: <b>12MBAMM418</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I (7 Hours)**

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

**Global e-marketing:** The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.

### **Module II (8 Hours)**

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

**Social and Cultural Environment:** Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural Environment on Marketing Industrial and Consumer Products

### **Module III (7 Hours)**

**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

**Module IV**

**(6 Hours)**

**Products and services for consumers:** Quality – Green marketing and product development, products and culture – analyzing product components for adaptation– products for consumers in global markets, product development, product adaptation, product standardization, marketing consumer services globally – marketing of services, 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

**Module V**

**(8 Hours)**

Licensing, Strategic Alliances, FDI: Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies.

**Global Distribution**

Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design

**International retailing**

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

**Module VI**

**(7 Hours)**

Pricing decisions: 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.

**Promotion Decisions**

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

**Module VII (6 Hours)**

Recent trends in India's foreign trade: Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

Globalization in India, Opportunities, Constraints and Initiatives

India - A Hub for Globalization, Globalization in India - Post Liberalization, India's Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization, Government Initiatives needed to foster globalization

**Module VIII (2 Hours)**

**The future of global marketing:** Six major changes in global marketing

**Case studies (5 Hours)**

**Practical Components:**

- Go to the web sites of companies like Coca Cola, Toyota, Nike etc: study their practices in India as well as their home country in the areas of technology, pricing, service, warranty, advertising etc.
- A toy manufacturer in Channapatna wants to export his toys to Bangladesh and USA. Based on internet research, what would you advise them regarding the 4 P's of marketing? If he is willing to change his designs too, what would you recommend?
- Study the progress of foreign MNC's who entered India alone (Yamaha, Ford, Hyundai etc) and those who went for a Indian partner (Toyota, Honda, Suzuki etc) and study their progress. Did it make any difference to have an Indian partner?
- Students can visit international franchises operating in India like Mc Donald, KFC, Pizza hut and so forth to get an insight about modes of internalisations covering challenges and prospectus for franchising.

## RECOMMENDED BOOKS:

1. International Marketing – Cateora, Graham, 15/e, TMH, 2012.
2. International Marketing – Varshney, Bhattacharya – S Chand
3. Global Marketing Management – Warren J. Keegan, 7/e, Pearson.
4. Global Marketing - Johny K. Johannson, 4/e, TMH.
5. International Marketing – Dana, Nicoleta, Lascu, Biztantra, 2003
6. International Marketing – Francis Cherunillam, 7/e, HPH, 2004.
7. Global Marketing Strategies – Jean, Pierre Jeannet, 6/e, Biztantra.
8. International Marketing -Naragundkar R, Excel Books.

## REFERENCE BOOKS:

1. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw , 4/e Biztantra.
2. International Marketing – Rakesh Mohan Joshi, Oxford, 2004.
3. International Marketing – Michael Czinkota, Illka A. Ronkainen, Cenage Learning.
4. International Marketing – Srinivasan R, 2/e, PHI.
5. International Logistics – Pierre David, Biztantra, 2005.
6. International Management: A Strategic prespective, John B Cullen & K Praveen Parboteeah, 1/e, Thomson.

## SEMESTER IV: FINANCE AREA

### PROJECT APPRAISAL, PLANNING & CONTROL

Sub Code: <b>12MBAFM425</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### Module I

(4 Hours)

**Planning & Analysis Overview:** Phases of capital budgeting – Levels of decision making – objective.

Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – strategic position and action evaluation – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting.

**Module II****(6 Hours)**

**Generation and screening of project ideas:** Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries.

Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey – characterization of the market – demand forecasting – market planning.

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

**Module III****(12 Hours)**

**Financial Analysis:** Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet.

Project cash flows: Basic principles of measurement of cash flows – components of the cash flow streams – viewing a project from different points of view – definition of cash flows by financial institutions and planning commission – biases in cash flow estimation.

Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice.

**Module IV****(10 Hours)**

**Types and measure of risk** – simple estimation of risk – sensitivity analysis – scenario analysis – montecarlo simulation – decision tree analysis – selection of project – risk analysis in practice.

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

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

**Module V (5 Hours)**

**Social Cost Benefit Analysis(SCBA):** Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

**Module VI (4 Hours)**

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

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

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

**Module VII (5 Hours)**

**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.

**Module VIII (10 Hours)**

**Project Management:** Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation.

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limit – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling)

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

**Practical Component:**

- Students can be asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
- Students can visit a bank/financial institution and study the project appraisal criteria adopted by them
- Students can visit the organizations which have undertaken large projects (For eg: Bangalore Metro Rail Project) and study the risk associated with such projects and also study how they assess and manage such risks.
- Students can study the project financing provided by banks in India.

**RECOMMENDED BOOKS:**

1. Project Planning: Analysis, Selection, Implementation and Review – Prasanna Chandra, 7/e, TMH, 2011.
2. Project Management and Control – Narendra Singh, HPH, 2003.

**REFERENCE BOOKS:**

1. Project Management – Bhavesh M. Patel, 2/e, Vikas.
2. Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
3. Project Management: The Managerial Process – Gray & Larson, 4/e, TMH, 2011.
4. Project Management: Small Steps Towards a Big Journey – Vasant Desai, HPH, 2009.
  
5. Construction Project Management, Planning, Scheduling and Control – Chitkara, 1/e, TMH.
6. Project Management – Choudhury, 1/e, TMH.
7. Project Management – K Nagarajan, New Age International, 2004.
8. Project Management – Merdith & Gopalan, Wiley India (P) Ltd. 2011.

**Website:**

<http://www.fundula.com/allcourses>

## INTERNATIONAL FINANCIAL MANAGEMENT

Sub Code: <b>12MBAFM426/ 12MBABI436</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I (6Hours)**

**International financial Environment-** The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

### **Module II (8Hours)**

#### **International flow of funds and International Monetary system:-**

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility.( problems on BOP)

International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

### **Module III (6Hours)**

**Foreign Exchange Market:** Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal , Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

**Module IV (6Hours)**  
**International Financial Markets and Instruments** :- Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds , Global Bonds. Floating rate Notes, Zero coupon Bonds International Money Markets  
International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

**Module V (8 Hours)**  
**International Parity Relationships & Forecasting Foreign Exchange rate:-** Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage

**Module VI ( 8Hours)**  
**Foreign Exchange exposure:-** Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

**Module VII (8Hours)**  
**Foreign exchange risk Management:** Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two way and three way swaps. Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

**Module VIII (6Hours)**  
**International Capital Budgeting:** Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

**Practical Component:**

- Students can study the Balance of Payment statistics of India for the last five year and present the same in the class.
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.



- Students can study the impact of exchange rate movement on the stock Index.
- Students can predicting exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

**RECOMMENDED BOOKS:**

1. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Corporate Finance - Jeff Madura, Cengage Learning, 10/e 2012.
4. International Financial Management – Vyuphakesh Sharan, 5/e, PHI, 2011.
5. Multinational Financial Management – Alan C. Shapiro, 8/e, Wiley India Pvt. Ltd., 2011.
6. International Financial Management – Madhu Vij, Excel Books, 2010.

**REFERENCE BOOKS:**

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – Imad Moosa, 3/e, Tata McGraw Hill, 2011.
3. International Finance – Shailaja G, 2/e, University Press, 2011.
4. International Financial Management – Apte P. G, 6/e, TMH, 2011.
5. International Finance – Maurice Levi, 5/e, Routledge, 2009.
6. International Financial Management – Jain, Peyrard & Yadav, Macmillan 2010
7. International Finance – Thomas O'Brien, Oxford University Press, 2010.

## RISK MANAGEMENT

Sub Code: <b>12MBAFM427</b>	IA Marks	: 50
No.of Lecture Hrs/week : 04	Exam Hrs.	: 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks	: 100
Practical Component : 01 Hr/ Week		

### **Module I (4 Hours)**

**Over view of Risk,** Risk identification, Risk, Insurance and Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation,

Risk assessment & Management- Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability. Risk Management, Risk control.

### **Module II (7 Hours)**

Risk Management using futures and forwards differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures -Commodity futures, Index futures interest rate futures-arbitrage opportunities.

### **Module III (8 Hours)**

**Risk Management using Swaps:** Mechanics of interest rate swaps – volatility of interest rate swaps –currency swaps –valuation of currency swaps.

### **Module IV (10 Hours)**

**Risk Management using Options:** Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- options on futures – interest rate options. Concept of exocotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

### **Module V (7 Hours)**

**Commodity derivatives:** commodity futures market-exchanges for commodity futures in India, Forward markets, commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities.

**Module VI** (7 Hours)  
**Interest rate markets**-Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rates, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).

**Module VII** (5 Hours)  
**Credit risk**-Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.

**Module VIII** (8 Hours)  
**Value at Risk (VAR)**-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing

**Practical Components:**

- Students can visit a financial institution dealing in commodity derivatives and study the products offered by him.
- Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

**RECOMMENDED BOOKS:**

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH
3. Derivatives- Valuation & Risk Management - Dubofsky & Miller, Oxford University Press, 2005.
4. Financial Derivatives – Mishra V, Excel Books.
5. Derivative and Risk management, Sundaram Janakiram, Pearson, 2011.

**REFERENCE BOOKS:**

1. Risk Management & Insurance – Harrington & Niehaus, 2/e, TMH.
2. Risk Management & Derivative – Shulz, Cengage Learning.
3. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
4. Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning, 2008.

5. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008
6. International Risk & Insurance –Skipper, TMH
7. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
8. Derivatives & Financial Innovations – Bansal, TMH.
9. Credit Risk Management – Anderw Fight , 1/e, Elsevier.
10. Financial Derivatives –Kumar S. S. S, PHI, 2007.
11. Risk Management – Koteswar, HPH.
12. Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt Ltd. 2011.
13. Risk Management and Insurance, Treishumann, James S., 12/e, Cengage Learning.
14. Risk Accounting & Risk Management for Accountants – Chorafas D, 1/e, Elsevier.

### TAX MANAGEMENT

Sub Code: <b>12MBAFM428</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	
Ratio of Theory to problems = 40:60	

**Module I (7 Hours)**

**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. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee)

**Module II (8 Hours)**

Explanation under various heads of income. Income from salary (Theory and full fledged Problems) Income from House Property (Theory Only)

**Module III (10 Hours)**

Income under the head profit and gains of business or professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems)

on computation of income from business/ profession of Individual assessee and Depreciation).

**Module IV (8 Hours)**

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain (theory & problems), deductions from capital gains.

**Module V (6 Hours)**

Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes.

**Module VI (6 Hours)**

**Computation of tax liability of a firm and partners.**

**Module VII (6 Hours)**

Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax.

**Module VIII (5 Hours)**

**Central excise act**- objects and provisions of the act in brief (theory)- goods, excisable, CENVAT- **Customs act** - Basic definition, charge. **Central sales tax and VAT** (Only basic Concept).

**Practical Components:**

- Understanding the usage of software package while calculating different taxes
- Preparation of Income tax returns of Individual assesses.
- Preparation of sales tax returns
- Studying the online submission of Income tax returns

**RECOMMENDED BOOKS:**

1. Direct Taxes – Vinod Singhania and Kapil Singhania, Taxman Publications
2. Indirect Taxes – V S Datey, Taxman Publications.

**REFERENCE BOOKS:**

1. Students Guide to Income Tax – Vinod Singhania, Taxman Publications.
2. Direct Tax – Mehrotra, Sahitya Bhavan
3. Students Guide to Income Tax – Manoharan T. N, Snow White.

4. How to deal with VAT- Kul Bushan, 1/e, Pearson Education/PHI, 2004.
5. Income Tax Law & Practice - Mahesh Chandra & Shukla, Pragathi Publications
6. VAT – Pillai, Jaico Publications, 2004
7. Direct Tax – Lal & Vashisht, Pearson Education
8. Direct Taxation – Meena Goyal, Biztantra publication,

#### **SEMESTER IV: BANKING AND INSURANCE AREA**

##### **TREASURY AND RISK MANAGEMENT**

Sub Code: <b>12MBABI435</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I** **(4 Hours)**  
**Introduction to treasury management** – Objectives – Concept – Functions of integrated treasury – Process of Globalization – Evolving role of Treasury as profit centre - Organization of treasury

**Module II** **(6 Hours)**

**Treasury products** – Short term funds and investment management – Financial marketing – Money market – Capital market – Call money – Government securities – REPOs – Repo Rate – Repo Pricing –Types of Repos -Certificate of deposits – Rediscounting bills - Commercial papers – Inter- Bank Participation Certificate –Collaterised Borrowing and Lending Obligations (CBLO) -Foreign Exchange Markets & treasury – Linkage of domestic operations with foreign operations.

**Module III** **(8 Hours)**  
**Asset Liability Management – I:** Risk Management Process – Risk Organization – Asset Liability Management (ALM) – Objectives – Organization – Functions of ALCO – Risks – Interest Rate Risk – Liquidity Risk – Assessment of Liquidity – Maturity Profile & Interest Rate Ladder Credit Risk – Currency Risk – Capital Risk – Contingent Risk – BASEL Norms I, II and III

**Module IV** (8 Hours)  
**Asset Liability Management – II: Interest rate risk and management (IRRM)** Interest rate risk – GAP analysis –Rate sensitive Gap Report - Duration & Immunization – Managing IRRM with Derivatives - Simulation technique. – Asset Securitization

**Module V** (6 Hours)  
**Asset Liability Management – III: Risk Exposure analysis – Stress Testing** – Exposure Document - Open position – Stop-loss Limit - – Modified Duration – Convexity - Risk Adjusted Return on Capital (RAROC) – Audit Risk Management

**Module VI** (12 Hours)  
**Financial futures** – Forwards - FRA and interest rate swaps – Cross currency swaps – Options – Caps - Floors and Complex swaps for managing interest rate risk – Foreign Exchange risk management using derivatives.

**Module VII** (6 Hours)  
Sound practices for management and supervision of operational risk (SPOR)  
– Three approaches to SPOR  
Operational risks – Identification – Effects and Causes – Assessment – Measurement – Scenario Analysis  
Market Risk – Types - Market Risk Identification – Model Risk – Risk Identification in practice

**Module VIII** (6 Hours)  
Risk Measurement – Nominal Amount Approach – Sensitivity Based Approach – Basis Point Value –Value at Risk (VaR) – Computation of VaR –VaR and Absolute VaR – Usefulness and Limitations of VaR - Back Testing – Stress Testing

**Practical Components:**

- Students can visit a treasury department of a bank and study the treasury management activities and submit a report.
- Students can study the risk management criteria adopted by banks relating to Asset backed and non asset backed (Housingloan/Personal loan)

**RECOMMENDED BOOKS:**

1. Risk Management – IIBF, Macmillan, New Delhi, 2011.
2. Financial Risk Management – Vivek & Asthana, Himalaya Publishers, 2011.
3. Theory & Practice of Treasury & Risk management in Banks - IIBF, Taxmann Publications (P) Ltd ( For Problems on Module 6 Refer chapter 7 to 10).
4. Managing Life Insurance – Shashidharan K Kutty, PHI Learning.

**REFERENCE BOOKS:**

1. Treasury Management – IIBF, Macmillan, New Delhi, 2011.
2. Risk management: Insurance & Derivatives- Kotreshwar G, 2/e, Himalaya Publishing House, 2012.
3. Commercial Banking - Benton Gup & James Kolari, 3/e, Wiley India Pvt. Ltd., 2010.
4. Introduction to Derivatives & Risk Management – Chance, Cengage Learning, New Delhi.

**INTERNATIONAL FINANCIAL MANAGEMENT**

Sub Code: <b>12MBABI436/</b> <b>12MBAFM426</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I****(4Hours)**

**International financial Environment-** The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

**Module II****(8Hours)****International flow of funds and International Monetary system:-**

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP,



Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility.( problems on BOP)

International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Module III (7Hours)**

**Foreign Exchange Market:** Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal , Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

**Module IV (7Hours)**

**International Financial Markets and Instruments :-** Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds , Global Bonds. Floating rate Notes, Zero coupon Bonds International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

**Module V (8 Hours)**

**International Parity Relationships & Forecasting Foreign Exchange rate:-** Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage

**Module VI (8Hours)**

**Foreign Exchange exposure:-** Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

**Module VII (8Hours)**

**Foreign exchange risk Management:** Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two way and three way swaps. Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

**Module VIII (6Hours)**

**International Capital Budgeting:** Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

**Practical Component:**

- Students can study the Balance of Payment statistics of India for the last five year and present the same in the class.
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.
- Students can predicting exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

**RECOMMENDED BOOKS:**

1. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Corporate Finance - Jeff Madura, Cengage Learning, 10/e 2012.
4. International Financial Management – Vyuphakesh Sharan, 5/e, PHI, 2011.
5. Multinational Financial Management – Alan C. Shapiro, 8/e, Wiley India Pvt. Ltd., 2011.
6. International Financial Management – Madhu Vij, Excel Books, 2010.

**REFERENCE BOOKS:**

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – Imad Moosa, 3/e, Tata McGraw Hill, 2011.
3. International Finance – Shailaja G, 2/e, University Press, 2011.
4. International Financial Management – Apte P. G, 6/e, TMH, 2011.
5. International Finance – Maurice Levi, 5/e, Routledge, 2009.
6. International Financial Management – Jain, Peyrard & Yadav, Macmillan 2010
7. International Finance – Thomas O'Brien, Oxford University Press, 2010.

**LEGAL ASPECTS OF BANKING & INSURANCE**

Sub Code: <b>12MBABI437</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (9 Hours)**  
**Legal framework of regulation of banks** – Control over organization of banks – Regulation of banking business- Returns- Inspection and winding up – Banking Regulation Act,1949 - RBI Act, 1934.

**Module II (9 Hours)**  
**Legal aspects of banking operations** – Responsibility of paying banker- Collecting banker - Indemnities- Bank Guarantees- Letters of Credit – Bill Finance

**Module III (7 Hours)**  
**Law relating to securities and modes of charging** – Types of borrowers – Types of credit facilities – Secured & unsecured loans – Registration and satisfaction of charges

**Module IV (9 Hours)**  
**SARFAESI Act, 2002:** Introduction – Securitization of financial assets – Enforcement of security interest – Banking Ombudsman Scheme, 2002- Procedure for redressal of grievances – Arbitration procedure- Conciliation

**Module V** (5 Hours)  
**Recovery of assets due to Banks and FIs Act,1993-** Tribunal and appellate tribunals – Provisions and procedure of tribunals – Bankers Book Evidence Act 1891

**Module VI** (5 Hours)  
**Insurance Contract Analysis** – Legal framework of Insurance Business - Claims Negotiation – Understanding contracts structure – Standard contract provisions of Life Insurance

**Module VII** (8 Hours)  
**Legal aspects of Insurance** – Insurance Act 1938 – Indian contract Act 1872 – Consumer Protection Act, 1986 – Life insurance Act 1956 – Insurance Regulatory and Development Authority Act, 1999 –Re-Insurance and Double-Insurance - Motors Vehicles Act 1938 & 1988- Public Liability Insurance Act,1991

**Module VIII** (4Hours)  
**Insurance Documents** – Insurance forms –Proposal forms – Cover Notes – Certificate of Insurance – Policy Forms – Endorsements – Other Documents

**Practical Components:**

- Students can study the regulatory framework of insurance under IRDA act and present the same in the class.
- Students can study the regulatory framework of Banks under Banking Regulations act 1949.

**RECOMMENDED BOOKS:**

1. Legal and Regulatory Aspects of Banking Operations – IIBF, 2/e, Macmillan, New Delhi.
2. Insurance & Risk management – P K Gupta, 2/e, Himalaya Publishing House 2011.

**REFERENCE BOOKS:**

1. Banking Theory& Practice - Srivastava P. K. Himalaya publishing House, Mumbai.
2. Banking Theory Law and Practice – Natarajan K and Gorden E., HPH.

## STRATEGIC CREDIT MANAGEMENT

Sub Code: <b>12MBABI438</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### **Module I (8 Hours)**

**Credit management in banks**-Screening of applications-Appraisal of credit-Sanction limit- Post sanction compliance – Monitoring supervision –Review-Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks-Government regulation of credit -Prudential norms.

### **Module II (8 Hours)**

**Over view of credit policy and loan characteristics**-The credit process – Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis-Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances-Short term and long term advances.

### **Module III (5 Hours)**

**Evaluating consumer loans** – Types- Credit analysis of consumer loans-Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates

### **Module IV (6 Hours)**

**Loan and advances against pledge**- Hypothecation- Mortgage – Lien-Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities-Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities

### **Module V (7 Hours)**

**Agricultural finances and Retail lending**- Crop loans- Crop insurance schemes- Dairy- Sericulture- Poultry- Animal husbandry – Horticulture – Gobar gas – Kissan credit cards – NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing

**Module VI** (8 Hours)  
**Financing to small scale industries and large scale industries-** Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finances- Turnover method – Modified version of MPBF – Cash budget approach- Long term finance-Project financing – Industrial sickness and BIFR.

**Module VII** (5 Hours)  
**Import and export credit- ECGC- EXIM Bank** – Venture capital financing –Documentation for credit extension – Charge creation – Law of limitation

**Module VIII** (9 Hours)  
**NPA management** – Introduction- Identification of NPA"s- CC-OD-Term loans-Bills purchased-Other accounts-Asset classification- Prudential norms-Capital adequacy – International Banking Regulation-Basel II – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPA"s-Rehabilitation of sick NP units – Recovery of NPA"s- Compromise and negotiated settlements- Securitization of Debts-Credit derivatives - Credit portfolio management (concentration risks)

**Practical Components:**

- Students can visit a bank and study the lending process adopted relating to Agricultural loan, consumer financing.
- Students can visit a bank and study the loan appraisal system followed.
- Students can study the NPA status of leading five PSU banks and five private banks.

**RECOMMENDED BOOKS:**

1. Banking Theory and Practice - Shekar and Shekar, 19/e, Vikas Publishing House, 2009.
2. Bank Management - W. Koch Scott, Timothy, Cengage Learning, New Delhi.
3. Commercial Banking -Benton Gup & James Kolari, 3/e, Wiley India, 2010.

**REFERENCE BOOKS:**

1. Industrial Finance - Vishwanathan R, Macmillan, New Delhi.
2. Banking and Financial System - Prasad K, Nirmala and Chandradas. Himalaya Publishing House, Mumbai.
3. Managing Banking Risks - Cade, Eddic, Woodhead Publishers, England.

## SEMESTER IV: HUMAN RESOURCES AREA

### INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Sub Code: <b>12MBAHR445</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (8 Hours)**  
**Introduction to IHRM** Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.

**Module II (6 Hours)**  
**Strategies for International Growth:** Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances.

**Module III (8 Hours)**  
**Recruitment, Selection and staffing in International context:** International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods- using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

**Module IV (6 Hours)**  
**Performance Management:** A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country-specific performance management practices.

**Module V (7 Hours)**  
**Training and development in international context:** Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

**Module VI (8 Hours)**  
**International Compensation:** Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

**Module VII (5 Hours)**  
**International Labour Relations:** Key issues, response of labour unions to MNCs. HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

**Module VIII (8 Hours)**  
**HRM practices in different countries-** Japan, USA, UK, Turkey, Middle East, India and China.

**Practical components:**

- Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
- Debate on the challenges involved in measuring performance of employees in multinational context.



- Give a case and role play it, to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle.
- Debate the Visa policy of India for hiring foreign workers.

#### RECOMMENDED BOOKS

1. International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
2. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning

#### REFERENCE BOOKS:

1. International Human Resource Management - Aswathappa K, Sadhna Das, Mc Graw Hill.
2. The Global Challenge : ramework for international human resource management - Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
3. International Human Resource Management - Tony Edwards, Chris Rees, Person Education.
4. International Human resource Management – Rao P. L, Excel Books.
5. International Human resource Management – Chris Brewster, University Press.

#### PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Sub Code: <b>12MBAHR446</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

#### Module I

( 5 Hours )

**Personal growth:** Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self improvement plan.

**Module II (6 Hours)**  
**Interpersonal Trust:** Openness, confidentiality, blind spot and unknown part of personality. Self disclosure, seeking feedback, self reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.

**Module III (8 Hours)**  
**Understanding human personality:** Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence.

**Module IV (8 Hours)**  
**Attitudes, beliefs, Values and their impact on behavior:** Personal change-meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.

**Module V (8 Hours)**  
**Basic functions of mind:** Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.

**Module VI (6 Hours)**  
**Interpersonal relations and personal growth:** Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honoring the commitments,

**Module VII (7 Hours)**  
**Transactional Analysis:** Ego states, types of transactions and time structuring. Life position, scripts and games.

**Module VIII (8 Hours)**  
**Experiential learning methodologies-**T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)

**Practical components:**

- Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.

- Students have to undergo psychometric test like MBTI, FIRO-B, Big Five etc , conduct SWOT analysis and prepare a personal growth plan based on the results
- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a neuro linguistic programming workshop for the participation of all HR students.

**RECOMMENDED BOOKS:**

1. Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.
2. Human Relations in organizations - Robert N. Lussier, 6/e, McGraw Hill Education.
3. Development of Management Skills - Whetten & Cameron, 7/e, PHI.
4. Competency Mapping Assessment and Growth - Naik G. P, IIHRM, 2010.

**REFERENCE BOOKS:**

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

**Website:**

<http://www.fundula.com/allcourses>

## ORGANIZATION DEVELOPMENT AND CHANGE

Sub Code: <b>12MBAHR447</b>	IA Marks	: 50
No.of Lecture Hrs/week : 04	Exam Hrs.	: 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks	: 100
Practical Component : 01 Hr/ Week		

### **Module I (6 Hours)**

**Introduction to organizational Development:** Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

### **Module II (6 Hours)**

**OD process:** Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.

### **Module III (9 Hours)**

**Designing OD interventions:** Human process interventions:- coaching, training and development, process consultation, third part intervention, and team building. Organization confrontation meeting, intergroup relations intervention, and large group intervention.

Techno structural interventions:- Structural design , downsizing, reengineering, employee involvement, work design, socio technical systems approach,

### **Module IV (9 Hours)**

**HR and Strategic interventions :** HRM interventions:- performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance,

Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management.

### **Module V (6 Hours)**

**Special applications of OD :** OD in, health care organizations, family owned organizations, educational institutions, public sector organizations and future directions in OD.

**Module VI (8 Hours)**  
**Introduction to organizational change:** Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change, strategic planning, creating support systems and managing transition, process oriented strategies and competitor oriented strategies and customer oriented strategies.

**Module VII (6 Hours)**  
**Appreciating change:** External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda. Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda

**Module VIII (6 Hours)**  
**Mobilizing support and executing change:** Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change. Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

**Practical components:**

- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.
- Hold a debate in the classroom about downsizing the workforce.
- Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention.
- Debate the phrase "change is the only constant thing" along with the field-force theory of Kurt Levin.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.

## RECOMMENDED BOOKS

1. Organizational Development and Change - Cummings T.G. and Worley C. G., Cengage Learning, 2005.
2. Managing organizational change - Harigopal K, Response Books, 2006.
3. Change management - Nilakant V. and Ramnarayan S. Response books 2006.
4. Managing organizational change - Palmer, Dunford and Akin, 2011.
5. Organizational Change and Development – Kavitha Singh, Excel Books,2010.

## REFERENCE BOOKS:

1. Organizational development - Ramnarayan S and Rao T V, Sage Publicatin, 2011.
2. Organization Development - Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson Education.
3. Change Management - Radha Sharma, Tata McGraw Hill, 2007.

## STRATEGIC TALENT MANAGEMENT

Sub Code: <b>12MBAHR448</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

### Module I ( 6 Hours )

**Talent Management:** Meaning and significance of talent management. Aligning HRM goals to business, attracting talent, retaining talent, becoming the best employer by employer branding activities, inculcating performance culture, right sizing the workforce, work life balance initiatives, providing HR leadership to business.

### Module II (8 Hours )

**Competency Mapping:** Features of competency methods, historical development, definitions, approaches to mapping and case studies in competency mapping. Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping

future jobs and single incumbent jobs, using competency profiles in HR decisions.

**Module III ( 8 Hours )**

**Methods of data collection for mapping.**-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview. Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

**Module IV ( 8 Hours )**

**Performance Management:** Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning. Performance goal setting, performance coaching and support, performance monitoring, performance appraisal. Performance feedback.

**Module V (7 Hours )**

**Performance management & employee development:** Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

**Module VI (7 Hours )**

**Employee engagement-** meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey .

**Module VII ( 6 Hours )**

**Succession planning:** Identifying managerial positions which are critical for the business. Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents. Taking up lateral hiring when there is discontinuity in the succession plans.

**Module VIII (6 Hours )**

**Career planning:** Creating career growth opportunity. Mentoring employees for growth. Providing developmental job assignments, providing resources of

learning and development opportunities, vertical promotions and horizontal postings to promote career progression, psychological contract and career anchors.

**Practical components:**

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Students can be asked collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Ask students to collect data in your college or any other organization using Q 12 instrument and analyze it to find out the engagement level of employees.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership. (2) Discuss a case relating to succession planning.

**RECOMMENDED BOOKS:**

1. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency mapping, Assessment and Growth - Naik G.P, IHRM, 2010.
3. Performance Management - Herman Aguinis, Pearson Education, 2007.
4. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
5. Appraising & Developing Managerial Performance- Rao T. V, Excel Books



**REFERENCE BOOKS:**

1. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
2. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.

**SEMESTER IV: CREATIVE MANAGEMENT AREA****MODERN RETAIL AND PRIVATE BRANDS**

Sub Code: <b>12MBACM455</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I****(6 Hours)**

What is logistics and supply chain?, supply chain modeling, supply chain management, commercial and non-commercial parameters in supply chain, three key parts of supply chain – supply, Inventory control, Demand and Supply Planning, Logistics and transportation management, Warehouse management, Replenishment, Sourcing: In-house or Outsource, Factors affecting the cost and importance of logistics.

**Module II****(6 Hours)**

Manufacturing, distribution; supply chain processes, supply chain operations, supply chain strategy, quality assurance, Designing the Supply Chain Network, Supply Chain Costs, Types of Supply Chains: Integrated Make-to-Stock Model, Build-To-Order Model, Continuous Replenishment Model, Channel Assembly Model, Procurement, International Supply Chain Management.

**Module III****(8 Hours)**

Supply chain business process integration - CRM and CSM, demand management, product development and commercialization, etc., Indian v/s global trends in supply chain, supply chain in India – what can we do better? Building partnerships and trust, Continuous replenishment and vendor-managed inventories – planning, forecasting and replenishment.

**Module IV** (6 Hours)  
Introduction to retail marketing, what is Experience Retail?, Retail v/s wholesale, Shift of powers in favour of retailers, What are basic principles of good retailing? Relationship marketing? Developing a retail strategy: What is the mission? What are the goals? Who are the customers? Retail shopping behavior of consumers: Demographics, lifestyle data, group and individual attributes

**Module V** (9 Hours)  
Types of retailing – convenience store, CBD comparison store, street market, superstore, retail park metro stores, etc., Retail Location: Factors affecting retail location decision, Site selection, Factors affecting site selection, Steps in selecting site, Location based retail strategies, Store design - layout and space management, Visual merchandising and displays;

**Module VI** (9 Hours)  
Retail pricing, second-hand retail, retail sales and management, retail management revolution, rural v/s urban retail, Indian v/s global trends in retail, Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, FDI in Retailing

**Module VII** (6 Hours)  
Retail marketing mix and planning, retail marketing strategy, Retailing as a brand-building medium, Advocacy in retail market, POP (point-of-purchase) & POC (point-of-consumption), Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing;

**Module VIII** (6 Hours)  
Retail brands, private brands, Retailing in India, Key Features in Indian retail brand building, Future of retail branding – Indian scenario and global scenario. Customer behavior and Customer Relationship Management in retail environment, Display and Space Management, Impact of information technology in retailing, Electronic retailing - Role of web, online retailing

**Practical Components:**

- Spend a day during the week and the weekend at 3 different malls and record the profiles, numbers and behavior of the visitors.
- Map the points of purchase, points of consumption & branding opportunities at public transits e.g. railway stations, bus depots and airports.

- Select 5 categories and compare the brands vs. private labels across the entire marketing mix. Then interview their users and identify their motivations & reservations.
- Identify 5 successful brands which use retail as great customer relationship platforms and write a detailed project report & present to class & to the brand marketers
- Write an essay on 5 innovative retail experiences among global and Indian brands & Present to class.

**RECOMMENDED BOOKS:**

1. Narendra Agrawal, Stephen A. Smith, Hau L. Lee, Retail Supply Chain Management: Quantitative Models And Empirical Studies, Springer-verlag, 2008.
2. Dhandapani Alagiri, Kalai Selvan N, Retail Supply Chain Management: An Introduction, Icfai University Press, 2008.

**REFERENCE BOOKS:**

1. Ayers B. Ayers, James B. Ayers, Mary Ann Odegaard, Retail Supply Chain Management, Auerbach Publications, 2007.
2. John Fernie, Leigh Sparks, Logistics & Retail Management: Emerging Issues And New Challenges In The Retail Supply Chain, Kogan Page, 2009
3. John Dawson, John Dawson, Leigh Sparks, The Retailing Reader, Routledge, 2009
4. Leigh Sparks, Anna Findlay, Anne Findlay, Retailing: Critical Concepts (Four Volumes), Routledge. 2001
5. Michael H. Hugos, Chris Thomas, Supply Chain Management in The Retail Industry, John Wiley & Sons, 2005
6. Michael Hugos, Essentials of Supply Chain Management, John Wiley & Sons, 2006

**FUTURE OF BRANDS AND BUSINESS**

Sub Code: <b>12MBACM456</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I**

**(6 Hours)**

What is a campaign & how best to plan the same; the various steps in an advertising campaigns; marrying immediate term & long term objectives

with each campaign tasks & budgets; what is indeed long term in today's tech-driven transient marketing world.

**Module II (4 Hours)**

Budgeting across channels & mapping these to their respective tasks; variations across demographic & psychographic segments; geographies; product categories; languages

**Module III (8 Hours)**

Role of project management in campaign planning & operations; coordination of creatives to publishers; performance reporting; communication & negotiations skills; non-verbal communication in negotiations; negotiations across cultures; team working & motivation skills; motivational techniques; team building within a project

**Module IV (10 Hours)**

What is the future of branding; Trends, Relationships in Consumer Markets, The Role of the Brand in Social Media Marketing; no-logo & private brands; emergence of mega retailing. Shifting power equations among brand owners & channel & consumers—indeed who owns the brands; the dynamic equilibrium among the different stake holders; the role of the internet in amplifying the power of the consumer

**Module V (8 Hours)**

Total branding solutions—an overview; implications for brand managers, creative professionals and media specialists; similarities & differences vs traditional processes & principles. Brand Icons, Overview on Iconic Branding, Brands and Icons, Regional Branding, Icons, What Makes an Iconic Brand?

**Module VI (8 Hours)**

New thinking in strategic branding & execution that marry both the streams of Total Branding Solutions and engagement planning. Co-creating brands with consumers; impact of search engines and internet on branding; customized branding; role of consumer empowerment in the personalization of brands.

**Module VII (6 Hours)**

Brand conversations & advocacy; use of direct marketing principles in brand conversations; brand mythology & p-o-vs. Challenges & opportunities when needs & wants are constantly changing & evolving.

**Module VIII****(6 Hours)**

Brand awareness: Brand recall and Brand recognition; knowledge, preference, trial & loyalty compared to brand influence & advocacy; impact of new media & technology in accelerating this process; the importance of 'real-time'

**Practical Components:**

- Trace the evolution of brands & their offerings & innovations across 5 categories---FMCG, durables, services, corporate & government. Present your findings to a panel of marketers
- Write an essay on "What will happen if brands are banned one sudden day?" Review the books on no logo and similar genres and present to class.
- Review the literature on the impact of branding on other aspects of a company's performance e.g. stock market, talent recruitment etc and present to the class.
- Choose 5 domains that have benefited hugely by applying branding principles eg politics, cinema, music, social services and share your insights with the class through a detailed presentation
- Select 5 surprisingly successful brands and identify the secret of their success by interviewing their owners or consumers or channel. Make a presentation to the brand owners.

**RECOMMENDED BOOKS:**

1. Lovemarks: The Future Beyond Brands - Kevin Roberts, A. G. Lafley, Power house Books, 2005
2. Branding Unbound: The Future of Advertising, Sales, And The Brand Experience In The Wireless Age: Rick Mathieson, American Management Association, 2005.

**REFERENCE BOOKS:**

1. The 50 Plus Market : Why The Future Is Age Neutral When It Comes to Marketing & Branding Strategies - Dick Stroud, Kogan Page Limited, 2006.
2. Creating Passion Brands: How to Build Emotional Brand Connection With Customers - Helen Edwards, Derek Day, 2007
3. Creating Passion Brands: Getting To the Heart of Branding - Helen Edwards, Derek Day, Kogan Page, 2006
4. Managing Brand Equity - David Aaker, Free Press, 1991
5. Brand Relevance - David Aaker, Jossey-Bass, 2011
6. The Future Of Brands: Twenty-Five Visions - Rita Clifton, Esther Maughan, New York University Press, 2000.

## LEADERSHIP AND ITS PRACTICE

Sub Code: <b>12MBACM457</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (4 Hours)**  
Concept of leadership; evolution of leadership over the years; myths about leadership; theories on leadership; Definitions of leadership, the necessity of leadership, Examples of leadership, The power of leaders and situations

**Module II (8 Hours)**  
Components of leadership- leaders and followers; factors and principles of leadership; effect of leadership on organizational culture and climate; functions of leadership; leadership attributes; Theories of motivation, The extended leadership theory: Transformational, instrumental, transactional leadership

**Module III (8 Hours)**  
Developing leadership skills-developing skills in problem solving, planning, delegation, internal communication, meeting management and managing yourself, Who is a Leader; Leadership Traits, Communication, Coaching and Conflict Skills, Leadership in Groups/Teams, Organizations, and the Public Sphere,

**Module IV (8 Hours)**  
Application of leadership in different contexts; leadership at micro level and macro level; various styles of leadership; assessing leadership and measuring its effectiveness; Power & Influence, Importance of Leadership and its value to the organization, Difference and relationship between Leadership and management

**Module V (4 Hours)**  
Leadership and change; situational leadership; planning in leadership; varieties of power, Types of Leaders and Styles of Leadership, The Leader's Character, Professional leadership competencies

**Module VI (8 Hours)**

Concept of individual leadership and group leadership; team building and building high performance teams; tools for leadership development among employees, Leader-Follower Relationship, Leaders and the Role of Personal Traits, Leadership and the Role of Gender, Leadership as an Influence Process,

**Module VII (8 Hours)**

Leadership and values; role of emotional quotient in leadership; ABC: authenticity, believability and consistency in leadership; accountability versus authority; leadership in non-profit organizations

**Module VIII (8 Hours)**

Case studies of well known leaders with different leadership styles; creativity and innovations in leadership; current trends and future of leadership practices, Leadership Problem Solving skills, Futuristic Planning in Leadership, Differences between supervision and leadership, Leadership and Productivity

**Practical Components:**

- Choose 3 successful & 3 failed leaders and identify the contributing factors and present your findings to the class.
- Across domains like sports & business & religion, develop an essay on the underlying trends and how these brands can leverage them.
- Write a comprehensive essay on management vs. leadership
- Interview 5 thought & practice leaders about their life learnings on leadership. Present your findings to a panel of these leaders.
- Choose 3 leaders who tasted success after failures and 3 who tasted failure after early successful and develop the lessons from both groups. Present your findings to a panel of these leaders.
- Do a thorough research about leadership & vulnerability & values & integrity.

**RECOMMENDED BOOKS:**

1. Leadership Theory To Practice: A Game Plan For Success As A Leader : Robert H. Palestini, Rowman & Littlefield Education, 2009
2. Authentic Leadership Theory And Practice: Origins, Effects And Leadership : Theory And Practice, Peter G Northouse, 5/e , Sage South Asia, Development - William L. Gardner, Bruce J. Avolio, Fred O. Walumbwa, Jai Press(ny), 2005.
3. Theory And Practice Of Leadership - Roger Gill, Sage Publications, 2006

4. Effective Leadership: Theory Meets Practice - Jerzy Straatmeijer, Vdm Verlag, 2009

**REFERENCE BOOKS:**

1. Leadership Development In Balance: Made/Born - Bruce J. Avolio, Lawrence Erlbaum Associates, 2005
2. Reordering The World: Geopolitical Perspectives On The 21st Century - George J. Demko, William B. Wood, 2/e, Westview Press, 1998.
3. Project Leadership: From Theory To Practice - Jeffrey K. Pinto, Peg Thoms, Todd S. Palmer, Project Management Institute, 1998

**BRANDED CONTENT AND THE FUTURE OF MEDIA**

Sub Code: <b>12MBACM458</b>	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

**Module I (6 Hours)**  
 Branded Content, Branded content and its importance, Traditional Marketing vs. Branded Content, Preparing a branded content brief: Vision, Target Audience, Objectives and Strategies, Elements, Production schedule, Performance Measurement Targets, Building blocks of engagement maps & attention apertures; immediacy & impact of different channels like newspaper vs. magazines vs. television vs. radio vs. internet etc.

**Module II (8 Hours)**  
 What is a Brand? Can Everything Be Branded? Branding Challenges & Opportunities, Brand Equity: Meaning, Sources, Steps in Building Brands, The Brand Equity Concept, Strategic Brand Management Process, Establishing Brand Positioning, Positioning Guidelines, What is brand experience & its role in brand equity building; brand immersion vs. brand experience; traditional brand messaging vs. brand immersion.

**Module III (6 Hours)**  
 Implications of the above principles across categories & channels & geographies & consumer segments; integrating technology in this, Brand Content Strategy, Building Resources and Your Branded Content Plan: Elements, Audience, Objectives, Developing a workable branded content marketing plan



**Module IV (8 Hours)**  
Retail as a branding interface; the importance of points of purchase as well as points of consumption; can retail be an advocacy channel; the importance of salesmanship at retail across different product categories, Creating valuable branded content, Future of Branded Content and Branded Social Media

**Module V (8 Hours)**  
Integrated media offering—opportunities & requirements; media monetization in the era of technology; implications of content creators. Technology & broad-band's impact on communication & branding

**Module VI (4 Hours)**  
Challenges & opportunities in the interactive & mobile space; trends in brand conversations & advocacy, Mobile Marketing & Advertising , What is Interactivity? Confluence of interactivity, mobility, messaging, and media, Interactive Media vs. Other Kinds of Media

**Module VII (6 Hours)**  
Different media sources & their differing credibility & influence across different communication tasks; media neutrality & source authority & expertise, Advantages and Limitations of various media.

**Module VIII (10 Hours)**  
Globalizing of media appeals; what is loyalty in the interactive era; brand placement vs branded content; broad vs. narrow cast media. The changes in the business of media; challenges & how different media owners have responded, The impact of the Social Networking Media

**Practical Components:**

- Identify 5 successful properties across television, internet and magazines and research their insights and present to the class & to an external panel of media owners.
- Contemporary thinking indicates that companies should leverage their web site as their most important media and touch point with various stake holders. Identify three Indian & two global companies who are doing this well & present to the class.
- User generated content---its implications for editorial control---interview readers and editors and advertisers to develop this essay.
- Select five most innovative regional & local brands with their own branded content and do a detailed presentation to the class on their strategy. Present also to a panel of brand owners.

- Youtube---analyze the reasons for its stupendous success. Also identify 5 distinct brands that use youtube for their thematic & tactical campaigns.

**RECOMMENDED BOOKS:**

1. A New Brand Of Expertise: How Independent Consultants, Free Agents, And Interim Managers Are Transforming The World Of Work - Marion McGovern, Dennis Russell & Dennis Russell, Butterworth Heinemann Special Priced Titles, 2001.

**REFERENCE BOOKS:**

1. Marketing Manual: Focus On Branded Content, With Other Marketing Aspects - Bren Monteiro, 6 Degrees Books
2. Killer Web Content: Make The Sale, Deliver The Service, Build The Brand - Gerry McGovern, 1/e, A & C Black, 2006
3. Get Content Get Customers: Turn Prospects into Buyers with Content Marketing - Joe Pulizzi, McGraw-Hill, 2006
4. Guerrilla Advertising: Unconventional Brand Communication - Gavin Lucas and Michael Dorrian, Laurence King Publishers, 2006.

## **The guidelines for 12 Weeks' Internship (Project Work ) (12MBA47) during 4<sup>th</sup> Semester MBA**

### **INTRODUCTION:**

Internship (project work) is an integral part of the academic curriculum of VTU MBA. It is an initiative to bridge the gap between knowledge and its application through a series of interventions that will enable students of VTU MBA program to gain insights and exposure to the industry.

The 12 week Internship (project work) has been positioned during 4<sup>th</sup> semester of the MBA program as it serves the twin purposes of providing critical business insights to students as well providing industry with graduates of a high caliber who are ready to get ahead in the world from day one.

### **OBJECTIVES:**

The objectives of conducting Internship (project work) during 4<sup>th</sup> semester of MBA program are:

- To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior;
- To enable students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks;
- To enable students discover their professional strengths and weaknesses and align them with the changing business environment;
- To sharpen domain knowledge and provide cross functional skills

### **General Guidelines:**

- A. Nature of Internship (project work):** The student will have to identify an Internship (project work) in a business enterprise that matches the student's area of specialization. Internship (project work) is a combination of In-plant study and a research project. Students are expected to study the functioning of an organization, identify a problem area and provide suggestions to overcome the problems.
- B. Duration of Internship (project work):** The Internship (project work) shall be for a period of 12 weeks immediately after completion of 6 theory papers during the first 12 weeks of the 4<sup>th</sup> semester but before the commencement of the University Examinations. Students are expected to take up the preliminary

work such as identifying the organization, finalization of topic and review of literature during the first 12 weeks of fourth semester and start the Internship (project work) immediately after this.

- C. Guide:** Internal guide of the Internship (project work) is a full time faculty member working in management department of respective institution with minimum of three years of experience. External guide is from the business organization where the student is carrying out his/her Internship (project work). Maximum of ten students can work under an internal guide. Internal guide is expected to be in continuous interaction with external guide during the course of the Internship.
- D.** No two students of an institute shall work on the same problem in the same organization.

**E. Schedule to be followed before commencement of Internship**

Activity	Time-line	Remarks
<ul style="list-style-type: none"> <li>• Identifying the Organization</li> <li>• Problem Identification</li> </ul>	First two weeks of 4 <sup>th</sup> semester.	Student individually identifies an organization and identifies problem for his / her study, according to his / her interest
Problem Statement	3 <sup>rd</sup> week of 4 <sup>th</sup> semester.	His / her interests are discussed with selected guides
Research design	4 <sup>th</sup> week of 4 <sup>th</sup> semester.	Discussion with internal guide to decide on suitable design for the research
Synopsis preparation	5 <sup>th</sup> and 6 <sup>th</sup> week of 4 <sup>th</sup> semester.	Preparation of synopsis* incorporating the Objectives
Presentation of synopsis	7 <sup>th</sup> and 8 <sup>th</sup> week of 4 <sup>th</sup> semester.	The student will present Synopsis with the detailed execution-plan to the internship committee** who will review and may

		(a) approve, (b) approve with modification or (c) Reject for fresh synopsis.
Approval status	9 <sup>th</sup> and 10 <sup>th</sup> week of 4 <sup>th</sup> semester.	The approval status is submitted to HOD who will officially give concurrence for execution of the internship

**\*Synopsis: It is a 3 page document / hard copy to be submitted to the HOD with the signatures of Guide and the Student.**

Page 1	Title, contact addresses of student - with details of internal & External Guide
Page 2	Short Introduction with objectives and summary (300 words), Review of articles/literature about the topic with source of information.
Page 3	Time-Activity Chart

**\*\*Composition of the Internship committee**

1. Director/HOD
2. Domain expert from the department
3. Internal Guide

**F. Schedule to be followed during Internship**

Activity	Time-line	Remarks
Understanding structure, culture and functioning of the organisation.	First two weeks of internship.	Student should understand products/services and problems of the organization.
Preparation of research instrument for data collection	3 <sup>rd</sup> to 4 <sup>th</sup> week of internship.	Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First presentation)

Data collection	5 <sup>th</sup> to 8 <sup>th</sup> week of internship	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second presentation)
Analysis and finalisation of report	9 <sup>th</sup> to 11 <sup>th</sup> week of internship	Students must use appropriate and latest statistical tools and techniques for analyzing the data (It is must to use latest statistical packages whose results should be shown in the report) (Third presentation)
Submission of report	12 <sup>th</sup> week of internship	Final report should be submitted to the university before one week of the commencement of theory examination.

**G. Evaluation:**

- **Internal Evaluation:** Internal evaluation will be done by the internal guide.
- **External Evaluation:** External evaluation shall be done by a faculty member of other institute drawn from VTU institutions with minimum of 10 years' of experience.
- **Viva-voce / Presentation:** A viva-voce examination will be conducted at the respective institution where student is expected to give a presentation of his/her work. The viva-voce examination will be conducted by the respective HOD / Sr. Professor of the department and an expert drawn from VTU institutions with minimum of 10 years of experience as appointed by the University.

**Internship (Project) work carries 300 marks consisting of 100 marks for internal evaluation by the internal guide, 100 marks for external evaluation and 100 marks for viva-voce examination**

**Format of the Internship report:** The internship report shall be prepared using word processor Viz., MS word, using Times New Roman font sized 12, on a page layout of A4 size with 1" margin on

all sides and 1.5 line spacing. The internship report shall not exceed 75 pages.

- H. Submission of report:** Students should submit the internship report in electronic data form only, in PDF file (Un-editable format) to the Institute. Institute in turn shall submit all the CDs of their students along with a consolidated master list as per specialization containing USN, Name of the student, Title of the report to Registrar (Evaluation) one week before the commencement of the theory examinations.
- I. Publication of research findings:** Students are expected to present their research findings in seminars / conferences / technical fests or publish their research work in journals in association with their internal guide. Appropriate weightage should be given to this in the internal evaluation of the project report.

#### **Contents of the Internship (Project) Report**

- Cover page
- A certificate from the Organization (Scanned copy of the certificate)
- A certificate from the guide, HOD and Head of the Institution (Scanned copy of the certificate) indicating the bonafide performance of Internship by the student.
- Declaration (Scanned copy of the declaration) – An undertaking by the student to the effect that the work is independently carried out by him/her.
- Acknowledgement
- Table of contents
- List of Tables and Graphs
- Executive summary
- **Chapter 1** Introduction: Introduction about the Internship, Topic chosen for study, Need for the study, Objectives of the study, Scope of the study, Methodology adopted, Literature review and Limitations of the study
- **Chapter 2:** Industry profile and company profile: (Promoters, Vision, Mission & Quality Policy, Products / Services profile, Areas of Operation, Infrastructure facilities, Competitors' information, SWOT analysis, Future growth and prospects and Financial Statement
- **Chapter 3:** Theoretical background of the study – elaborative information on the subject chosen for better understanding and usage in the analysis.
- **Chapter 4:** Analysis and interpretation of the data Collected with relevant tables and graphs. Results obtained by using statistical tools must be included.

- **Chapter 5:** Summary of Findings, Conclusion and Suggestions / recommendations.
- Bibliography
- Annexure relevant to the project such as figures, graphs, photographs etc.

### **Marks allocation for IV Semester Internship report (12 MBA47)**

#### **Evaluation by Internal Guide**

<b>Sl No</b>	<b>Aspects</b>	<b>Marks</b>
<b>1</b>	<b>First presentation</b>	<b>15</b>
<b>2</b>	<b>Second presentation</b>	<b>15</b>
<b>3</b>	<b>Third presentation</b>	<b>20</b>
<b>4</b>	<b>Introduction and Methodology</b>	<b>10</b>
<b>5</b>	<b>Industry and Company profile</b>	<b>5</b>
<b>6</b>	<b>Theoretical Background of the Study</b>	<b>5</b>
<b>7</b>	<b>Data Analysis and interpretation</b>	<b>20</b>
<b>8</b>	<b>Summary of Findings, suggestions and Conclusion</b>	<b>10</b>
	<b>Total</b>	<b>100</b>

#### **Evaluation by a faculty member drawn from VTU institutions**

<b>Sl No</b>	<b>Aspects</b>	<b>Marks</b>
<b>1</b>	<b>Introduction and Methodology</b>	<b>20</b>
<b>2</b>	<b>Industry and Company profile</b>	<b>10</b>
<b>3</b>	<b>Theoretical Background of the Study</b>	<b>10</b>
<b>4</b>	<b>Data Analysis and interpretation</b>	<b>40</b>
<b>5</b>	<b>Summary of Findings, suggestions and Conclusion</b>	<b>20</b>
	<b>Total</b>	<b>100</b>



**Viva-voce conducted by HOD and an expert drawn from VTU institutions**

<b>SI No</b>	<b>Aspects</b>	<b>Marks</b>
<b>1</b>	<b>Presentation Skills</b>	<b>10</b>
<b>2</b>	<b>Communication Skills</b>	<b>10</b>
<b>3</b>	<b>Subject Knowledge</b>	<b>20</b>
<b>4</b>	<b>Objective of the study/Methodology</b>	<b>20</b>
<b>5</b>	<b>Analysis using Statistical tools and Statistical Packages</b>	<b>20</b>
<b>6</b>	<b>Findings and appropriate suggestions</b>	<b>20</b>
	<b>Total</b>	<b>100</b>

### **Formats for Internship (Project) Report and Evaluation**

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

Internship Report on

**(Title of the Report)**

BY

**(Student Name)**

**(USN )**

*Submitted to*

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAUM**

*In partial fulfillment of the requirements for the award of the degree of*

**MASTER OF BUSINESS ADMINISTRATION**

*Under the guidance of*

**INTERNAL GUIDE**

**EXTERNAL GUIDE**

**(Name)  
(Designation)**

**(Name)  
(Designation)**

(Institute Logo)

**Department of MBA**

**(Institute name with Address)**

**(Batch)**

## CERTIFICATE

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

Signature of Internal Guide  
Principal

Signature of HOD

Signature of

## DECLARATION

I, **(Student Name)** , hereby declare that the Internship report entitled “(Title) ”with reference to “(Organisation with place)” prepared by me under the guidance of (Guide Name) , faculty of M.B.A Department, (Institute name) and external assistance by **(External Guide Name, Designation and Organisation)**.

I also declare that this Internship work is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum.

I have undergone a summer project for a period of Twelve weeks. I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University/Institution.

Place:

**Signature of the student**

Date:

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Table-4.4	Table showing Stock of Raw Materials	

### LIST OF FIGURES AND CHARTS

<b>Chart No</b>	<b>Particulars</b>	<b>Page Numbers</b>
Chart-4.1	Graph showing ABC Analysis	
Chart-4.2	Graph showing FSN Analysis	
Chart-4.3	Graph showing EOQ	
Chart-4.4	Graph showing Stock of Raw Materials	
Chart -4.5	Graph showing Raw Materials Turn Over Ratio	

## **BIBLIOGRAPHY**

### **BOOKS:**

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

### **ARTICLES:**

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

### **WEBLIOGRAPHY**

2. Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL

**Visvesvaraya Technological University**

**Internal Evaluation Marks sheet for Internship report (12 MBA47)**

Name of the College/Institution .....

**Marks Allocation:**

SI No	Aspects	Marks
1	First presentation	15
2	Second presentation	15
3	Third presentation	20
4	Introduction and Methodology	10
5	Industry and Company profile	5
6	Theoretical Background of the Study	5
7	Data Analysis and interpretation	20
8	Summary of Findings, suggestions and Conclusion	10
	<b>Total</b>	<b>100</b>

**Marks Sheet:**

SI No	USN	1	2	3	4	5	6	7	8	Total
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

**Signature of the Guide with Date**



**Visvesvaraya Technological University**

**External Evaluation Marks sheet for Internship report (12 MBA47)**

Name of the College/Institution .....

**Marks Allocation:**

Sl No	Aspects	Marks
1	Introduction and Methodology	20
2	Industry and Company profile	10
3	Theoretical Background of the Study	10
4	Data Analysis and interpretation	40
5	Summary of Findings, suggestions and Conclusion	20
	<b>Total</b>	<b>100</b>

**Marks Sheet:**

Sl No	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

**Signature of external Examiner with Affiliation**

**Visvesvaraya Technological University**

**Viva-Voce marks sheet for Internship report (12 MBA47)**

Name of the College/Institution .....

**Marks Allocation:**

SI No	Aspects	Marks
1	Presentation Skills	10
2	Communication Skills	10
3	Subject Knowledge	20
4	Objective of the study/Methodology	20
5	Analysis using Statistical tools and Statistical Packages	20
6	Findings and appropriate suggestions	20
	<b>Total</b>	<b>100</b>

**Marks Sheet:**

SI No	USN	1	2	3	4	5	6	Total
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								

Signature of external Examiner with Affiliation

Signature of HOD