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No: AC10/758/2019-20

VishwavidyanilayaKaryasoudha
Crawford Hall, Mysuru- 570 005.
Dated: 10.07.2019.

NOTIFICATION

Sub: **MBA (CSR)** Syllabus and CBCS Regulation- Reg.

Ref: 1.Decision of the Faculty of Commerce Meeting held on 03.04.2019.

2. Decision of the Academic Council meeting held on 07.06.2019.

The Board of Studies in **Business Administration MBA (CSR)** which met on **28.03.2019** has recommended to approve the CBCS regulations and syllabus relating to **MBA (CSR)** from the academic year 2019-20.

The Faculty of Commerce and the Academic Council at their Meetings held on 03.04.2019 and 07.06.2019 respectively have also approved the above proposals.

The contents are uploaded in the University Website i.e., www.uni-mysore.ac.in , the concerned may be download it.

DRAFT APPROVED BY THE REGISTRAR.

Lingappa 10/7/19
DEPUTY REGISTRAR (ACADEMIC),
UNIVERSITY OF MYSORE,
MYSORE.

To:

1. Registrar (Evaluation), University of Mysore, Mysuru.
2. The Dean, Faculty of Science Department of Studies in Zoology, Manasagangotri, Mysuru.
3. The Director, Pooja Bhagavat Memorial, Mahajana Education Society (R) Mettagalli, K.R.S Road, Mysore-570016.
4. The Director, PMEB, Pareeksha Bhavan, University of Mysore, Mysuru.
5. The Director, College Development Council, MoulyaBhavan, Manasagangotri, Mysuru.
6. The Deputy Registrar/ Assistant Registrar/ Superintendent, AB and EB, University of Mysore, Mysuru.
7. The PA to Vice-Chancellor/ Registrar/ Registrar (Evaluation), University of Mysore, Mysuru.
8. Office Copy.

SP(C-1 Table Agenda)/Approved.



2019 - 20

Mahajana Education Society (R)

SBRR Mahajana First Grade College (Autonomous)

Re-Accredited by NAAC with 'A' Grade, College with Potential for Excellence

Post Graduate Wing

Pooja Bhagavat Memorial Mahajana Education Centre

**DEPARTMENT OF STUDIES IN
BUSINESS ADMINISTRATION**

K.R.S. Road, Metagalli, Mysore - 570016

**MASTER OF BUSINESS ADMINISTRATION
in CORPORATE SOCIAL RESPONSIBILITY
(MBA in CSR) DEGREE PROGRAMME**

W.E.F 2019

**AS PER UGC GUIDELINES ON
ADOPTION OF CHOICE BASED
CREDIT SYSTEM**

PROGRAMME CURRICULUM & REGULATIONS GOVERNING
MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE COURSE PROGRAMME
W.E.F 2019
AS PER UGC GUIDELINES ON ADOPTION OF CHOICE BASED CREDIT SYSTEM

REGULATIONS

1. Programme Title

The Programme shall be called 'Master of Business Administration Degree Programme'. The duration of the Programme is two years consisting of four semesters; two semesters in each year. A candidate joining the Programme shall pursue prescribed Programme of studies.

2. Eligibility for Admission

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the Programme. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the Programme shall be done as per rules of the University and Government of Karnataka.

3. Programme Content and Instruction

Programme content: The Programme comprises of course of study, internship, project work and field work as prescribed.

Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practicals, summer internship, factory visits etc.

a) Courses in the programme are of three types: Core (C), Electives (E) and Project (P) :

Core (C):

Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Project Report are part of the core courses.

Foundation (F): Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

Elective (E): Elective Course is a course, which can be chosen from a group of papers.

- b) **Internship and Business Familiarization Report (BFR):** In the beginning of the third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examinations failing which the student shall not be permitted to appear for the third semester examination. Business Familiarization guidance to twenty students is considered equivalent to teaching of a course of two credits.
- i) Internship in a year cannot be for a continuous period of more than 4 weeks in a given academic year.
 - ii) Internship undergone during academic classes shall not be considered
 - iii) Each students shall maintain internship dairy
 - iv) Certificates (Color Photocopy) of each internship shall be submitted to the department along with the report

Details to mention on the Certificate:

- i) Students name and registration number
 - ii) Name of the institution/organization and duration of internship with date
 - iii) Date, seal and signature of the authority.
- c) **Project:** Each candidate shall carry out the project work independently as per Scheme of Teaching and Examinations under the guidance of one of the faculty members of the Department in the Institution of study. The topic and title of the dissertation shall be chosen by the candidate in consultation with the guide. The subject and topic of the dissertation shall be from the major field of studies of the candidate. Modification of only the title but not the field of work may be permitted at the time of final submission of dissertation report during IV semester. If dissertation has to be carried out in any industry/R&D labs/business organizations, outside the campus, permission shall be taken from the HoD to that effect.

4. Attendance and Conduct

The Programme is a full time Programme and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the Programme. Minimum attendance of 75% of actual working hours is required in each course. A

student who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned course.

5. Evaluation

Evaluation of each course is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the second, after sixteen weeks of instruction designated as C2. The end of term examination designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practical's.

The breakup of marks will be as follows:

- | | | |
|--------------------------------------|---|----------|
| a. C1 (Covering the first two units) | – | 15 Marks |
| b. C2 (Covering the next two units) | – | 15 Marks |
| c. C3 (Covering all the units) | – | 70 Marks |

Total – 100 Marks

Term end examination (C3) will be of 3 Hours duration for each subject.

Setting questions papers and evaluation of answer scripts.

- I. Questions papers in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the Chairman of BoE shall get the questions papers set by external examiners.
- II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.
- III. Questions not to be set from practical components area in the C3 examination of the concerned course.

- 5.1** (i) There shall be valuation for all theory papers by examiner. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course.

Example

$C1+C2 = (15+15=30 \text{ Marks})$, 30% of 30Marks =9 Marks(*) (Qualifying Marks)

*Less than 9 Marks in C1+C2 is Drop, More than 9 Marks in C1+C2 is Pass

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Registrar and Deputy Registrar (Evaluation).

- 5.2** In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKEUP option. In case a candidate secures more than or equal to 40% in C3, but his/her grade (G) = 4, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire programme of Master's Degree of two years. In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option.

Example

$C3 = 70 \text{ Marks}$, Eligible is 30% of 70 Marks is 21 (*)

*Less than 21 is Drop and more than 21 is Pass

The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examinations. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the department. A candidate who is said to have DROPPED project work has to re-register for the same

subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Controller(Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree a final grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Controller(Evaluation).

6. Evaluation of Business Familiarization Report (BFR) and Final Project Report

6.1 BFR will be evaluated by the concerned guide, for 50 marks through internal valuation.

6.2 Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade point earned by the candidate in the course will be as given below

Marks	Grade	Grade Point (GP = V x G)
30 – 39	4	V*4
40 – 49	5	V*5
50 – 59	6	V*6
60 – 64	6.5	V*6.5
65 – 69	7	V*7
70 – 74	7.5	V*7.5
75 – 79	8	V*8
80 – 84	8.5	V*8.5
85 – 89	9	V*9
90 – 94	9.5	V*9.5
95 – 100	10	V*10

Here, P is the percentage of marks, $P = [(C1+C2) + C3]$ secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw any course within in ten days from the date of notification of final results. Whenever a candidate withdraws a course, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (76) is given by

$$\text{CGPA} = \frac{\sum \text{GP}}{\text{Total number of credits}}$$

Only such students, who successfully earn 76 credits in 4 semesters, without break, shall be considered for declaration of ranks and or medals.

8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA	FGP	
	Numerical Index	Qualitative Index
$4 \leq \text{CGPA} < 5$	5	SECOND CLASS
$5 \leq \text{CGPA} < 6$	6	
$6 \leq \text{CGPA} < 7$	7	FIRST CLASS
$7 \leq \text{CGPA} < 8$	8	
$8 \leq \text{CGPA} < 9$	9	DISTINCTION
$9 \leq \text{CGPA} \leq 10$	10	

Overall percentage = $10 * \text{CGPA}$ or is said to be 50% in case $\text{CGPA} < 5$

EXAMPLE

Sl.No	Title Of The Course	Grade (G)	Credit Value (V)	Grade Point (GP)	GP = V x G
1.	XXX	30 – 39	3	4	12
2.	XXX	40 – 49	4	5	20
3.	XXX	50 – 59	4	6	24
4.	XXX	60 – 64	4	6.5	24.5
5.	XXX	65 – 69	4	7	28
6.	XXX	70 – 74	3	7.5	21.5
7.	XXX	75 – 79	3	8	24
			25		154

Total no of credits = 25

$$\text{CGPA} = \Sigma \text{GP} / \text{Total number of credits}$$

$$\text{CGPA} = 154 / 25 = 6.16 = \text{FIRST CLASS}$$

(Note: As per the Section 7 & 8)

9. Medium of Instruction

The medium of instruction shall be English. However, a candidate will be permitted to write the examination in English. This rule is not applicable to languages.

10. In case of any discrepancy, the general provisions of CBCS and Continuous Assessment and Grading Pattern (CAGP) of the University of Mysore will be applicable.

DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM- 2019 – 2020
MBA Programme Structure and Syllabi
Minimum Credits required for MBA Degree

I to IV Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
	16	61	05	07	07	21	28	89

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
I	06	23	02	02	00	00	08	25
II	05	20	02	04	00	00	07	24
III	03	09	01	01	03	09	07	19
IV	02	09	00	00	04	12	06	21
Total	16	61	05	07	07	21	28	89

Semester - I

Sl.No	Title of the Course	Core/ Foundation	L:T:P	Credit	Teaching hour per week
01	Organizational Behaviour	Core	3: 0 : 1	4	5
02	Principles and Practices of Management	Core	3 : 0 : 1	4	5
03	Corporate Economics	Core	3 : 0 : 1	4	5
04	Accounting for Managers	Core	3 : 1 : 0	4	5
05	Business Communication	Core	2 : 0 : 1	3	4
06	Statistics for Management	Core	3 : 0 : 1	4	5
07	Computer Applications in Management	F	0 : 0 : 1	1	2
08	Skill Development Program-1	F	0 : 0 : 1	1	

Semester - II

Sl.No	Title of the Course	Core/ Foundation	L:T:P	CREDIT	Teaching hour per week
01	Marketing Management	Core	3:0:1	4	5
02	Human Resource Management	Core	3:0:1	4	4
03	Corporate Finance	Core	3:0:1	4	5
04	Business Research Methods	Core	3:0:1	4	5
05	Production and Operation Management	Core	3:0:1	4	5
06	Legal aspects of Business	F	2:0:1	3	4
07	Skill Development Program-2	F	0:0:1	1	

Semester - III

Sl.No	Title of the Course	Core/ Foundation/Elective	L:T:P	Credit	Teaching hour per week
01	Strategic Management	Core	2:0:1	3	4
02	Total Quality Management	Core	2:0:2	4	6
03	Elective 1	E	2:0:1	3	4
04	Elective 2	E	2:0:1	3	4
05	Elective 3	E	2:0:1	3	4

06	Business Familiarization Report	Core	0:0:2	2	
07	Skill Development Program-3	F	0:0:1	1	

Electives: Group - I

Sl.No	Title of the Course	Elective	L:T:P	Credit	Teaching hour per week
01	Consumer Behavior	Elective- I	2:0:1	3	4
02	Sales and Logistics Management	Elective - II	2:0:1	3	4
03	Advertising and Sales Promotion Management	Elective- III	2:0:1	3	4

Electives: Group - II

Sl.No	Title of the Course	Elective	L:T:P	Credit	Teaching hour per week
01	Strategic Financial Management	Elective- I	2:0:1	3	4
02	Financial Markets and Service	Elective - II	2:0:1	3	4
03	Investment Analysis and Portfolio Management	Elective - III	2:0:1	3	4

Electives: Group - III

Sl no.	Title of the Course	Elective	L : T : P	Credit	Teaching hour per week
1	Personal Growth & Interpersonal Effectiveness	Elective- I	2 : 0 : 1	3	4
2	Organizational Change & Development	Elective - II	2 : 0 : 1	3	4
3	Training & Development	Elective - III	2 : 0 : 1	3	4

Semester - IV

Sl.No	Title of the Course	Core/Elective	L:T:P	Credit	Teaching hour per week
01	Event Management	Core	1:0:2	3	5

02	Elective 4	E	2:0:1	3	4
03	Elective 5	E	2:0:1	3	4
04	Elective 6	E	2:0:1	3	4
05	Elective 7	E	2:0:1	3	4
06	Project	C	0:0:6	6	

Electives: Group - IV

Sl.No	Title of the Course	Elective	L:T:P	Credit	Teaching hour per week
01	Brand Management	Elective - IV	2:0:1	3	4
02	Industrial Marketing	Elective - V	2:0:1	3	4
03	Services Marketing	Elective - VI	2:0:1	3	4
04	International Marketing	Elective - VII	2:0:1	3	4

Electives: Group - V

Sl.No	Title of the Course	Elective	L:T:P	Credit	Teaching hour per week
01	Merger and Acquisition	Elective - IV	2:0:1	3	4
02	Derivatives	Elective - V	2:0:1	3	4
03	International Finance	Elective - VI	2:0:1	3	4
04	Taxation	Elective - VII	2:0:1	3	4

Electives: Group - VI

Sl no.	Title of the Course	Elective	L : T : P	Credit	Teaching hour per week
01	Strategic Human Resource Management	Elective - IV	3 : 0 : 0	3	3
02	Industrial Labour Legislation	Elective - V	2 : 0 : 1	3	4
03	Industrial Relations	Elective - VI	2 : 0 : 1	3	4
04	Managing Knowledge Workers	Elective - VII	3 : 0 : 0	3	3

*L=Lecture – 1 hour of lecture per week in a semester

= 1 Credit

S/T/FW = Seminars/Tutorials/Field Work – 2 Hours of seminars/tutorial

/field work per week in a semester = 1 Credit
P = Practicals – 2 hours of practicals per week in a semester = 1 Credit

**** Elective Groups:**

Any one *group* from the available Elective Groups shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department will announce at the end of the second semester, any one or more Elective Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for elective groups. An Elective Group can be offered if there are minimum ten students opting for that group.

***A student shall register for Business Familiarization Report in third semester which carries 2 credits. In the fourth semester project work must be carried out for preparing the final project work report which carries 6 credits.

Organizational Behavior

Nature	Area	Semester	
Core	Human Resource	I	
Course Code	Course Name	Credit/Distributions	
	Organizational Behavior	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To Analyze the behavior of Individuals and Groups in organization in terms of the Key Factors that influence Organizational behavior
- To Assess the potential effect of organizational factors (Structure, Culture, Change) on OB
- To Critically examine the potential effects of important developments in external environments on OB
- To Analyze the organizational behavior issues in the context of Organizational Behavioral theories, Models and Concepts

UnitI - Organizational behavior**08 Hours**

Definition, Key elements of OB, Nature, scope and challenges of OB, Models of organizational Behavior, Contributions of other disciplines to OB, Emerging issues in Organizational Behavior, Impact of globalization and IT on OB

UnitII - Personality, perception and attitudes**15 Hours**

Personality: Meaning, Determinants of Personality – Heredity, Environment and Situation, Types of personality – Introvert, Extravert, Type A, Type B, Judging and perceptive personality, Theories of personality – Trait theory, Type theory, Socio Learning theory, Self theory, Psychoanalytical theory, Other personality factors influencing OB – Locus of control, Machiavellianism, Self esteem, self monitoring, Risk taking.

Perception: Meaning, difference between perception and sensation, perceptual Process – Receiving the stimuli, selecting the stimuli, Organization of stimuli, Interpretation, Factors influencing perception – Internal factors and External factors, How to improve perception, Perception and its application in OB (Employment Interview, Performance appraisal, Performance expectation, employee effort, employee loyalty)

Attitude: Meaning of Attitude, Formation of attitude (Direct experience, Social learning), Types of attitude: Job satisfaction, Job Involvement and Organizational commitment. Components of Attitude: Cognitive component, affective component and behavioral component, How to

change attitude (Cognitive dissonance theory, Reinforcement theory, balance theory, comprehensive theory).

Unit III - Group dynamics:**10 Hours**

Meaning, Definition and characteristics, why do people form and join groups, Types of Groups: Formal and informal groups, Stages of group development, Group Behavior, Group Norms, Group Cohesiveness, group role, Inter group behavior, Inter group conflicts, Group Decision making, JOHARI window and Transactional analysis.

Teams: Meaning, Difference between team and Group, Types of teams – Lead teams, Problem solving teams, self managed teams, cross functional teams, virtual teams, Causes for team failure, How to make teams successful?

Unit IV - Motivation**13 Hours**

Meaning, Nature of motivation, Need for motivation, Theories of motivation – Content theories and Process theories,

UnitV – Leadership**10 Hours**

Meaning, Differences between leadership and Management, functions of leadership, Leadership styles – Autocratic, Democratic, Laissez faire. Leadership theories: Trait theory, Behavioral theories, Fiedler's contingency model, Path goal leadership theory, Situational leadership theory, Managerial grid, Transactional and Transformational leadership, Making leadership effective.

Practical Component

- Preparing the leadership profiles of five business leaders and studying their leadership qualities and behaviors.
- Identifying any five job profiles and listing the personality traits / attributes required for the jobs identified.
- Dividing the students into small groups and conducting collage activity to exhibit the group cohesiveness.

Text Book

- Dr.S.S.Khanka; Organizational Behavior, 4th Ed, S.Chand & Company pvt ltd, 2003.

Reference Books

- Fred Luthans – Organizational Behavior, Mc Grawhill, 11th Ed, 2001
- Stephen Robbins – Organizational Behavior, Pearsons 11th Ed, 2008

Principles & Practices of Management

Nature	Area	Semester
Core	General Management	I
Course Code	Course Name	Credit/Distributions
	Principles & Practices of Management	(L-3:T-0:P-1) Credit = 04

		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To realize the functions of Management
- To understand the theories of Management
- To enumerate the Importance of various structural forms in organizations
- To understand the importance of various dimensions of controls employed in organizations

Unit – I: Management**16 Hours**

Definition of Management, Nature and Scope of Management, Basic functions of Management, Management as a process. Evolution of management theory and practice from Taylor, Fayol, Drucker to the present day. Professional code of conduct and Ethics in management. Growth of professional management in India

Unit – II: Corporate Planning**10 Hours**

Planning Process, The purpose of Managerial Planning, Types of Plans, Hierarchy of Plans, Planning Premises, Certainty, risk and uncertainty

Unit – III: Decision Making**10 Hours**

Decision Making, Models of Rational Decision Making Process, limitations, Heuristics, Bounded Rationality in Decision Making Process and Models, Steps in Rational Decision Making

Unit – IV: Role of Organization Structure**10 Hours**

Basis of Departmentation, Specialization, Division of work, Differentiation and Integration, Various forms of Organization, Span of Management principles of Coordination. Power, Authority, Delegation and Decentralization. Informal organizations and grapevine

Unit – V: Management Control**10 Hours**

Managerial Control, Relationship between Planning and Control, Limitations of Control, Feedback, Types of Control Systems and Techniques, Management by Exception, Budgetary Control, Functional and Dysfunctional aspects of Budgetary Control, Internal Control Systems, Internal Audit and Management Audit.

Practical Components:

- Study 5 companies and enumerate different types of organizational structures
- Visit 5 companies and study their system of delegation of responsibilities
- Visit 5 companies to study the control systems employed to enhance organizational performance.

Reference Books

- Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,
- Introduction to Management-Fred Luthans-McGraw

- The Practice of Management-Peter.F.Drucker
- Management- Stoner, Freeman and Gilbert
- Management- Griffin
- Management- Holt
- Management- Tasks and Responsibilities- Peter. F. Drucker
- Professional management- Theo Haimann
- Organization Theory and Design – Richard L.Draft
- Management - Richard L.Draft
- People and Performance by Peter F.Drucker

Corporate Economics

Nature	Area	Semester
Core	General Management	I
Course Code	Course Name	Credit/Distributions
	Corporate Economics	(L-3:T-0:P-1) Credit = 04
		C1 + C2 30 Marks
		C3 70 Marks

Course Objectives:

- To integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions

Unit – I: Introduction

08 Hours

Definition, nature and scope of managerial economics, Theory of the firm- goals of the firm, indifference curve analysis, and Equilibrium Analysis

Unit – II: Demand Analysis

08 Hours

Concept of demand, determinants of demand, Law of demand, Exceptions to the law of demand, Elasticity of demand, types and measurement

Unit – III: Production and Cost Analysis

14 Hours

Concepts, production function with one variable input - Law of Variable Proportions. Production functions with 2 variable inputs and Laws of returns to scale. Cost analysis: Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve.

Unit – IV: Market Structures

12 Hours

Market Structures: Perfect Competition, Features, and 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

Unit – V: Regression model for managerial decisions

14 Hours

Regression model for managerial decisions: Introduction to Regression Analysis, Estimating and Testing Regression Equation, Problems in the Use of Regression Analysis, Two-Variable and Multiple Variable Regression Analysis.

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

Reference Books

- C K Renukarya ; Managerial Economics, Chethana Book House, Mysore, 1996
- Thomas ,Christopher R & S Maurice ,Charles ;Managerial Economics – Concepts and Applications New Delhi: Tata McGraw-Hill Irwin, 2008.
- Hershey, Mark; Managerial Economics- An Integrative Approach Cengage Learning India Pvt. Ltd., Publications 2009
- Maddala ,G S & Miller, Ellen; Micro Economics – Theory & Applications, Tata McGraw Hill Publications
- Dominick Salvatore; Managerial Economics, Oxford University Press
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- Pindyck&Rubinfeld ; Microeconomics, Pearson 5th edition
- G. S. Gupta, Managerial Economics, Tata Mc Graw Hill Latest Edition
- Dwivedi, Managerial Economics, Vikas Pub., House Pvt., Ltd., 2002
- Das, Satya P, Micro Economics for Business, Sage Publishers, 2007
- Mulhearn, Chris , Howard R Vane , Economics for business, James Eden NewYork,Palgrave,2011
- W Bruce Allen, Managerial economics theory application and cases, Viva Books, New Delhi,2010

Web Reference:

- <http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers-6e-6/9788131733530>
- <http://pearsoned.co.in/prc/book/h-craig-petersen-managerial-economics-4e-4/9788177583861>

- http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?course_id=4207
- <http://ocw.mit.edu/courses/economics/>

Accounting for Managers

Nature	Area	Semester	
Core	Accounts	I	
Course Code	Course Name	Credit/Distributions	
	Accounting for Managers	(L-3:T-1:P-0) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To acquaint students with the fundamentals principles of financial, cost and management accounting
- To enable the students to prepare, analyze and interpret financial statements and to enable the students to take decisions using management accounting tools.

UNIT I – Introduction

08 Hours

Meaning and Scope of Accounting; Accounting Concepts; Accounting Principles, Conventions and Standards – Concepts, Objectives, Benefits; Accounting Policies; Accounting as a Measurement Discipline – Valuation Principles, Accounting Estimates: Documents & Books of Accounts: Invoice, Vouchers, Debit & Credit Notes, Day books.

UNIT II – Preparation of books of Accounts

10 Hours

Journals, Ledgers and Trial Balance (Problems); Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Sinking fund method;

UNIT III – Preparation of Final Accounts

12 Hours

Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing

UNIT IV – Analysis of Financial Statements

12 Hours

Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios, Preparation of financial statements using ratios, Preparation of Cash flow Statement

UNIT V – Introduction to IFRS and Taxation

14 Hours

IFRS: Introduction to IFRS, IFRS- 3(Business Combination) IFRS-7(cash flow) IFRS-16 (Property Plan and Equipment)& IFRS-33(EPS)

Taxation: Basic definition, Basic charges, Residential status, Heads of Income (Theory Only), Introduction to GST (Theory only)

Practical Components:

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

Reference Books:

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

Reference Books:

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

Business Communication

Nature	Area	Semester	
Core	General Management	I	
Course Code	Course Name	Credit/Distributions	
	Business Communication	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To familiarize students with the mechanics of writing
- To enable students to communicate (Written and Oral) in English precisely and effectively

Unit - I**10Hours**

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

Unit - II**10Hours**

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

Listening as a Communication Skill

Non – verbal communication

Demonstrate the effect of noise as a barrier to communication

Make students enact and analyze the non-verbal cues

Unit – III

10Hours

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

Give exercises for clarity and conciseness in written communication.

Unit – IV

12Hours

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

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

Writing Proposals: Structure & preparation.

Writing memos

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)

Unit – V

14Hours

Case method of learning: 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

A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.

Reference Books:

1. Business Communication : Concepts, Cases And Applications – P D Chaturvedi, Mukesh Chaturvedi – Pearson Education, 2/e, 2011 (Module 1, 2, 4, 5, & 7)
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning , 3/E, 2002 (Module 3)

3. Business Communication – Lesikar, Flatley, Rentz & Pande – TMH 11/E, 2009 (Module 1, 2, 4, 5, & 7)
4. Advanced Business Communication – Penrose, Rasberry, Myers – Cengage Learning, 5/e, 2004 (Module 1, 5, 6 & 8)
5. BCOM – Lehman, DuFrene, Sinha – Cengage Learning, 2011 (Module 1, 2, 4, 6, 7, 8)

Reference Books:

1. Effective Technical Communication By M Ashraf Rizvi – TMH, 2005.
2. Business Communication, M.K. Sehgal & V. Khetrapal – Excel Books.
3. Business Communication – Krizan, Merrier, Jones – Thomson Learning, 6/e, 2005.

Statistics for Management

Nature	Area	Semester
Core	Statistics	I
Course Code	Course Name	Credit/Distributions
	Statistics for Management	(L-3:T-0:P-1) Credit = 04
		C1 + C2 30 Marks
		C3 70 Marks

Course Objectives:

- To provide an understanding on the basic concepts of statistics
- To acquaint the students to the role that statistics plays in business decisions

UNIT- I: Introduction**10Hours**

Quantitative data interpretation in managerial decision making: collection – classification – tabulation – frequency distribution – charts and graphs, measures of central tendencies and dispersion

UNIT -II: Correlation and regression**12Hours**

Types of correlation scatter diagram, Karl Pearson coefficient of correlation, Spearman rank correlation coefficient – repeated ranks. Regression coefficients, lines of regression, estimation of dependent variable based on independent variable

UNIT-III: Probability Theory**12Hours**

Basic probability concepts – conditional probability – Bayes theorem Probability distributions: binominal, Poisson and normal distributions

UNIT- IV: Sampling**08Hours**

Census vs sampling, Sampling Techniques, sample size, random sampling. Non-sampling and sampling errors. Estimation-point and interval- definition

UNIT V**14Hours**

Statistical Decision Theory: hypothesis testing for means and proportions and for difference of means and proportions - Chi-Square test and analysis of variance-one way and two way ANOVA.

Practical components:

- Analysis of cash deposit pattern in commercial banks
- A regression analysis on the impact of smoking, level of exercise, weight on medical cost (A case study of any medical center)

Reference Books:

- Dr.C.K Renukarya-Business Statistics, chethan Book House, Mysore
- Statistics for Managers – using Microsoft excel – Levine, Stephan & others
- Statistics for Management – Richard Levin and Rubin[excel version]
- Statistics – Murray Spiegel, Schaum Series
- Quantitative Business Analysis – Text & Cases – Samul Bodiley & others
- Basic Business Statistics – Bereuram and Levine
- Quantitative Methods – Anderson, Sweeny & William

Computer Applications in Management

Nature	Area	Semester	
Foundation	General Management	I	
Course Code	Course Name	Credit/Distributions	
	Computer Applications in Management	(L-0:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To provide students with the essential skills needed to create, edit and print professional looking documents using text, tables, lists and pictures as well as covering simple mail merge.
- To equip students with the skills required to create & edit spreadsheets, use functions & formulas and to work with various tools to analyze and present data in spreadsheets, such as sorting, filtering, applying conditional formatting and charting the data.
- To provide students with the essentials skills needed to create, edit and present professional looking presentations using text, tables, diagrams, charts and pictures as well as providing presentations tips.

Unit I

08Hours

Information System Resources: Computer basics (H/w & S/w), Internet & office automation, Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.

Unit II**08Hours**

Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment-working with Excel – workbook- Preparation of charts and graph with excel – Sorting & Filtering - Working with functions – Summary statistics – printing in Excel.

Unit III**08Hours**

Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point

Practical Component

- Hands on sessions to create, edit and print word documents using text, tables, lists and pictures as well as covering simple mail merge.
- Hands on sessions to create & edit spreadsheets, use functions & formulas and to work with various tools to analyse and present data in spreadsheets, such as sorting, filtering, applying conditional formatting and charting the data.
- Hands on sessions to create and edit PowerPoint slides using text, tables, diagrams, charts and pictures and presenting the slides.

Text Books:

- Kumar Bittu, Mastering Ms Office, V & S Publisher
- Sanjay Saxsena- MS Office 2000- Vikas Publishing House,

Reference Books:

- Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
- Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
- Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.

Skill Development – 1

Nature	Area	Semester	
Foundation	General Management	I	
Course Code	Course Name	Credit/Distributions	
	Skill Development-1	(L-0:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- The present course is designed to provide an analytical and practical overview of the basic skills needed for a manager
- The Students are expected to comprehend the art of presentation, e-mail etiquette and data interpretation

Unit I : Presentation Skills**03 Hours**

Technical aids used for presentation; Chalk and Board, Over head Projectors, Paper Handouts, Flip Chart, Artefacts or Props, basic Understanding of PowerPoint

Unit II : Advanced Presentation Skills**03 Hours**

Rules and Guidelines for creating a good Presentation, The beginning, Actual content and closing of a Speech, Holding audience attention and Handling Questions

Unit III: Email Netiquettes**04 Hours**

Subject & Body of an email, Rules of emails: No Spamming, Disclaimer etc., Guidelines of an email: Reply, Reply all, Forward etc., Mass Mail service providers like Mail Chimp etc.

Unit IV: E-Mail Analytics**03 Hours**

Analytics like Click through Rate, Open rate, Opt out Rates etc., Email Threats like Phishing and Spamming

Unit V : Data Interpretation**03 Hours**

Basic interpretation of graphical representation of data, Basic Interpretation of Percentage based data

Marketing Management

Nature	Area	Semester
Core	General Management	II
Course Code	Course Name	Credit/Distributions
	Marketing Management	(L-3:T-0:P-1) Credit = 04
		C1 + C2 30 Marks
		C3 70 Marks

Course Objectives:

- To be able to analyze various Marketing Concepts
- To Identify the criteria of Consumer Behaviour Process
- To evaluate the difference between Consumer Marketing and Business Marketing
- To appreciate the Brand Concept inevitability

UNIT I – Introduction to Marketing Management**12 Hours**

Introduction to Marketing Management: Differences between Selling and Marketing, Scope & nature of Marketing Management, Classification of various products/services. Various Marketing concepts, Different types of Marketing environment, elements of Marketing Mix.

UNIT II – Nature of Consumer Behavior**10 Hours**

Nature of Consumer Behavior: Various steps in consumer & Buyer Behavior Process, Models of Consumer Behavior. Fundamentals of Marketing Research, Marketing Information System.

UNIT III – Test Marketing, Concept of Segmentation, Targeting & Positioning**10 Hours**

Test Marketing, Concept of Segmentation, Targeting & Positioning: Basis for Segmentation. Differences between Consumer Marketing and Business Marketing.

UNIT IV – Product Mix and Product Line**12 Hours**

Product Mix and Product Line, Product Portfolio, Product Life Cycle strategies. Branding, types of Brands, Brand Building, measuring Brand Equity. Packaging and Labeling. Pricing, General Pricing approaches, new Product Pricing strategies, Public Policy and pricing.

UNIT V – Product Mix and Product Line**12 Hours**

Elements of Promotion Mix, Marketing Communication Process, Internet Marketing, E-tailing, Levels and Strategies of Distribution Channels, Scope of Logistics Management.

Practical Components:

- Consider the products of your favorite like, smart phones, Cars and apparel etc to analyze the Buying Behaviour.
- Analyze the various restaurants in city – how are they segmented? If you were to start a new restaurant, how would you position it? What would your parameters?

- Analyze the product life cycle of a few common products like jeans, Laptops, Computers etc.
- Visit a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like HUL, ITC, Britannia, Parle, and others in some products like Incense Stick, Soaps, Biscuits etc.

Reference Books:

- Marketing Management – Philip Kotler, Prentice Hall India, (New edition)
- Basic Marketing – Perault
- Fundamentals of Marketing – William Stanton
- Principles of Marketing – Philip Kotler and Garry Armstrong
- Marketing Management – Rajan Saxena
- Marketing Management – Zickmund
- Marketing – Ramesh Kumar

Human Resource Management

Nature	Area	Semester
Core	Human Resource	II
Course Code	Course Name	Credit/Distributions
	Human Resource Management	(L-3:T-0:P-1) Credit = 04
		C1 + C2 30 Marks
		C3 70 Marks

Course objectives

- To Demonstrate the Knowledge and Skills needed to effectively manage Human Resource in organization
- To Describing the Trends in the Labor force composition and how they affect HRM
- To describe the fundamental concepts, Rules of Law that apply to business activities, employment functions and labor
- To Demonstrate Knowledge of Human Behavior in organization and role of Management Strategies, including Motivation theory to influence Behavior
- To compare the common methods for recruiting and selecting Human Resource
- To Integrate Teamwork, Leadership and Motivational skills to organizational scenarios

UNIT I: Introduction**10 Hours**

Introduction: Evolution and Development of HRM, Meaning of HRM, Definition, Nature and scope of HRM, personnel v/s HR, features of HRM, role of HRM, managerial functions and operative functions, objectives of HRM, HRM policies procedures and programmes, organization of HRM: line and staff relationship, HR manager, qualities of HR / personnel manager, Recent trends in HRM.

UNIT II: HR Planning, Recruitment and Selection**15 Hours**

HR Planning, Recruitment and Selection: Job analysis – Need for Job analysis, process of Job analysis, Techniques of data collection for job analysis, Job Description and Job specification, Components of job description and job specification, Benefits of job analysis, HRP: Meaning, Objectives, and Benefits of Human Resource Planning. Factors affecting HRP – External Factor, Internal Factors, Process of Human Resource Planning, Recruitment – Definitions and Objectives, process of recruitment, Recruitment policy, Centralized versus Decentralized recruitment, sources of Recruitment – Internal and external sources of recruitment. Selection: Meaning, Steps in Selection Process – Preliminary screening, Application Blank, Selection Tests, Selection Interview, Reference Checks, Physical examinations, Final selection. Placement – meaning and definition, Induction – Meaning, objectives and benefits, Contents of induction program – Formal and informal induction, Differences between induction and orientation programs.

UNIT III – Training and Development**10 Hours**

Training and Development: Meaning and definition of training, Objectives of Training, Need for training, benefits of training, Differences between training and development, Training methods – on the job and off the job training methods, Training procedure - identification of training needs, Training Design and delivery, Training evaluation – Reaction, Learning, Behaviour and Results.

UNIT IV – Performance Management**10 Hours**

Performance management: Introduction, Meaning and Definition, Objectives of performance Appraisal, Methods of Performance Appraisal – Traditional methods and Modern methods, 360 degree performance appraisal, Uses and Limitations of Performance Appraisal, Potential appraisal, Differences between performance and potential appraisal.

UNIT V - Compensation Planning**11 Hours**

Compensation planning: Meaning, Objectives of Wage and salary administration, Components of wage and salary administration, Methods of wage payment, perks, Fringe benefits, Benefits: Types of benefits, Incentives: Types of incentive schemes – Individual incentives and Group incentives, Making Incentives and Benefits more effective.

Practical Component

- Give a job analysis case and ask the students to prepare job description and job specification.
- Plan an advertising layout for the recruitment of the position of sales manager.
- Ask the students to prepare an appointment letter for the post of sales manager of a company.

Text Books

- Dr. S Khanka Human resource management, S Chand 2013
- Personal And Human Resource Management – P Subba Rao – Himalaya Publication, 4/e

Reference Books

- K Ashwathappa Human resource management, Himalaya Publications
- VSP Rao, Human Resource Management EB
- Keith Davis HR and personnel management, Tata Mc Grawhill, 1985
- Flippo Personnel management Mc Grawhill, 1980

Corporate Finance

Nature	Area	Semester	
Core	Finance	II	
Course Code	Course Name	Credit/Distributions	
	Corporate Finance	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To familiarize the students with basic concepts of financial management.
- To understand time value of money and cost of capital.
- To analyze capital structure, capital budgeting and dividend decision.
- To understand the short term and long term financing and working capital management.

UNIT I – Financial Management**08 Hours**

Introduction to financial management, objectives of financial management – profit maximization and wealth maximization; Nature of basic managerial finance functions – investing, financing and dividend; Agency problems(Issues and Conflicts) ; Time value of money, the concepts of compounding, discounting and present value, annuities(Problems)

UNIT II – Valuation of long term Securities**10 Hours**

Distinction among valuation concepts; Bond valuation-bond yields (Current yield, YTM)-Bond market; Valuation of preference stock, Equity valuation -Dividend discount model- P/E ratio approach

UNIT III - Investment Decisions

16 Hours

Cost of Capital Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, 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

Capital Budgeting – Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, discounted payback period, Payback period, accounting rate of return

UNIT IV Dividend policy – Theories of dividend policy

12 Hours

Relevance and irrelevance dividend decision, Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth, Bonus shares and stock split corporate dividend behavior. (Theory and Problems)

Unit V - Working capital management

10 Hours

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)

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.

Text book

- Financial Management, Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
- Financial Management – Prasanna Chandra, 8/e, TMH, 2011

Reference Books

- Financial Management , Shashi K Gupta and R K Sharma, 8th Revised Edition, Kalyani Publishers, -2014
- Financial Management, Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press,2011
- Financial Management, I M Pandey , 10th Edition, Vikas Publishing House -2014
- Financial Managements & Policy-Vanhorne, James C., 12/e, Pearson, 2002

- Financial Management, Pralhad Rathod, Babitha & S.Harish Babu, Himalaya Publishing House, 2015

Business Research Methods

Nature	Area	Semester	
Core	General Management	II	
Course Code	Course Name	Credit/Distributions	
	Business Research Methods	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. Specifically, the course aims to introduce the basic concepts used in research, the scientific social research methods and their approaches.

Some other objectives of the courses are:

- To develop an understanding of the basic framework of research process.
- To develop an insight into various research designs and techniques.
- To understand some basic concepts of research and its methodologies
- To be able to write research report and thesis independently

UNIT I –Introduction

08Hours

Research in Business: Overview and role of business research, Information systems and knowledge management, Theory building, Ethical issues in business research.

UNIT II –Problem definition

10Hours

Problem definition and research proposal, Basic research designs– Exploratory, descriptive and causal designs. Secondary data research designs. Qualitative analysis, Secondary data

UNIT III - Survey

12Hours

Survey: Basic concepts in survey research, Methods of communication with respondents, Questionnaire, Interview, etc., Observation method, Experimental research. Measurement and scaling concepts, Attitude measurement, Principles of questionnaire design.

UNIT IV - Sampling Design and Methods

08 Hours

Sampling design and methods: Sample design and sample procedures, Determination of sample size

UNIT V - Data Analysis and Presentation

18Hours

Data Analysis and Presentation: Editing and coding for transformation of raw data into information, Basic data analysis – descriptive statistics, Univariate analysis-z-test, t-test. Bivariate analysis: Measures of association.
Presentation of research findings- report writing

Practical components

- Students shall independently develop questionnaire to find out the brand effectiveness of a popular detergent from an FMCG
- Understand and analyse the project report prepare by senior students and discuss

Reference Books

- Business Research Methods – Zikmund
- Marketing Research – Malhotra N.K.
- Marketing Research – Parashuraman
- Business Research Methods – Donald R. Coopers and Schindler
- Foundations of Behavioural Research – F.N. Kerlinger
- MLA Handbook for Researchers – MLA Association

Production and Operations Management

Nature	Area	Semester	
Core	General Management	II	
Course Code	Course Name	Credit/Distributions	
	Production and Operations Management	(L-3:T-0:P-1) Credit = 04	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives:

- To develop an understanding of the contemporary techniques involved in operations management
- To highlight the significance of TQM and supply chain management in the success of overall operation management process

UNIT I - Production Strategies

08Hours

Production Strategies: product strategies – Product life cycle – Productive system types – Impact of technology on organization and operations functions.

UNIT II - Plant Location and Types of Plant Layout

10Hours

Plant Location and Types of Plant Layout: production planning and control –Inventory planning and control – Just in Time - Materials requirements planning – Planning production in aggregate terms.

UNIT III - Job Designing

12Hours

Job designing: work study and time study – Statistical quality control methods. Japanese manufacturing systems – Flexible manufacturing system

UNIT IV - Total Quality Management

12Hours

Total Quality Management: trends in quality management, benchmarking, business process reengineering, Kaizen , Six Sigma Motorola systems, Quality criteria based on Deming prize, Malcolm Baldrige Award. Quality Management Systems, ISO Standards.

UNIT V - Supply Chain Management

14Hours

Supply Chain Management: concept of SCM. Managing the external and internal supply chain, Global SCM and sourcing.

Practical components:

- Students shall choose a manufacturing company in the beginning of the semester
- Make a detail study of TQM practice in the company and the positive changes.

Reference Books

- Modern Production Management – Buffa Elwood. S, and Rakesh K. Saren, John Wiley and Sons, 2003.
- Production and Operation Analysis – Steven Nahmas
- Cases in Production / Operations Management – K.N. Krishnaswamy
- Total Quality Management – Dale H. Besterfield and others – Pearson Education, New Delhi, 2003.
- Total Quality Management – Poornima Choudhary – Pearson Education – New Delhi, 2002.
- Total Quality Management – Sridhar Bhatt.
- Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005

Legal Aspects of Business

Nature	Area	Semester	
Foundation	Human Resource	II	
Course Code	Course Name	Credit/Distributions	
	Legal Aspects of Business	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To gain an understanding of the legal environment.
- To comprehend about various laws pertaining to companies from incorporation to winding up.
- To get acquainted with the laws pertaining to consumer protection, FEMA, SEBI, IDRA.

UNIT I: Introduction**10 Hours**

Industries Development and Regulation Act (IDRA), Competition Act. Foreign exchange management act (FEMA)

UNIT II: Company Law**15 Hours**

Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.

UNIT III: IPR and Related aspect**10 Hours**

Intellectual property rights, Patents and Trademarks Act, copy rights act, geographical appellation.

UNIT IV: Stock Market Operation and Regulation**10 Hours**

Outlines: Security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.

UNIT V: IT Act**11 Hours**

Outlines: consumer protection act and Information technology act.

Text Books

- A Manual of Business Laws – S.N. Maheshwari and S.K. Maheshwari

Reference Books

- Business Law for Management – K.R. Bulchandani
- Business Environment: Texts and Cases – Francis Cherunilam
- Business and Corporate Laws – S.S. Gulshan and G.K. Kapoor
- Bare Acts of respective legislations.

Skill Development – 2

Nature	Area	Semester	
Foundation	General Management	II	
Course Code	Course Name	Credit/Distributions	
	Skill Development-2	(L-0:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- The present course is designed to provide an effective communication required for a successful manager

- To encourage the students to ideate entrepreneurial thoughts

Unit-I

03 Hours

Advance Goal Setting, Effective Communication Skills (Empathetic Communication), Power of Positive Thinking, Emotional Intelligence

Unit-II

03Hours

Problem Solving techniques, Power of Preparedness, Entrepreneurship (How to ideate and start a business and Stress Management tools

Unit-III

04 Hours

Team work, Team building exercise, Leadership Skills, Self Confidence

Unit-IV

03 Hours

Listening skill exercises, Creativity, Body language

Unit-V

03 Hours

Training on relevant Courses before Graduation, Grooming, Cleanliness, Decorum, Table Manners

Third Semester

Strategic Management

Nature	Area	Semester	
Core	General Management	III	
Course Code	Course Name	Credit/Distributions	
	Strategic Management	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To be able to comprehend vision, mission and goals of the company
- To be able to analyze and deal with the competition using strategic management tools

UNIT I: Introduction**08Hours**

Origin of strategy, strategy vs tactics, vision, mission and objectives, elements of business strategies, Strategic Management process

UNIT II: Competitive Analysis**10 Hours**

Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques

UNIT III: Strategy Models**12Hours**

Strategy Models - BCG matrix, GE nine cell planning grid, Chandlers thesis, levels of strategy making, Mackinsey 7 s model, Porters five forces model, Value Chain Analysis, Strategic intent and the concept of strategic pyramid, corporate ethics and corporate social responsibility(CSR).

UNIT IV: Generic competitive strategies**12Hours**

Generic competitive strategies – stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage

UNIT V: Strategy Implementation**14Hours**

Balanced Scorecard, Benchmarking, building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

Practical Components:

- Do an Internet search of 3 companies, analyze and write down the strategy and execution efficiency.
- Make a study on an unprofitable company and find out the reasons for failures in the market and their strategies.
- Conduct SWOT analysis of a company and submit the report

Recommended Books:

- Strategy and Structure – Alfred C.Chandler
- Strategic Management – Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance –Michael E. Porter
- Competing for the future – Prahlad and Hammel
- The Future of Competition – Prahlad and Venkataraman
- Crafting and executing Strategy – Aurthor A. Thompson and others
- The Art of Strategy – Avinash K.Dixit and Barry J.Nalebuff

Total Quality Management

Nature	Area	Semester
Core	General Management	III
Course Code	Course Name	Credit/Distributions
	Total Quality Management	(L-2:T-0:P-2) Credit = 04
		C1 + C2 30 Marks
		C3 70 Marks

Course objectives

- To explore the theories and practices of the term quality
- To understand and familiarize the customer needs
- To impart hands on experience in various quality systems

UNIT I Introduction

10Hours

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

UNIT II Gurus of TQM

10Hours

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.

UNIT III Benchmarking

12 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

UNIT IV Business Process Re-engineering

12 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

UNIT V Quality Systems

12 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,

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 Gandhi 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:

- Management and Control of Quality, James R. Evans, 8/e 2012, Cengage Learning
- Total Quality Management, Dale.H. Besterfield, 3rd Edition, Pearson Education
- Total Quality Management Text and Cases, G. Nagalingappa & Manjunath VS, Excel books.
- Total Quality Management, Shridhar Bhat, Himalaya Publication

Reference Books:

- Total Quality Management by Poornima M.Charantimath, Pearson Education.
- Quality Control Handbook by JURAN, Mc.Graw Hill Publication

Electives: Group - I Consumer Behavior

Nature	Area	Semester	
Elective - I	Marketing	III	
Course Code	Course Name	Credit/Distributions	
	Consumer Behavior	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course objectives

- To get acquainted with various Motivational Factors
- To Identifying the factors influencing Consumer Behaviour
- To appreciate the concept of Customer Satisfaction as the key factor

UNIT I Introduction**12 Hours**

Differences between Motives Motivating and Motivation, Dynamic characteristics of Motivation, Personality, Values of Perception, Attitudes, Basis of Segmentation, Life Style influences.

UNIT II Models of Consumer Behavior**12 Hours**

Introduction, Factors influencing Consumer Behaviour, Personality, Psychographics, Family, Society, Different models of Consumer Behaviour – Economic, Learning, Psychoanalytical, Sociological, Howard Shett, Nicosia, Webster and Wind, Engel, Blackwell and Minard models.

UNIT III Consumer Decision Making**12 Hours**

Consumer Decision Making, buying roles, Stages of the Decision Process – High and low effort decisions, Post purchase decisions, Consumer Adaptation Process.

UNIT IV Consumer Satisfaction**10 Hours**

Consumer Satisfaction; Satisfaction versus Service, Quality Level and Customer Loyalty, Handling Customer dis-satisfaction and complaints, Customerisation, Implications of shaping expectations.

UNIT V Consumer Behavior Trends**12 Hours**

The future of consumer behavior in India, Issues and Challenges of Social Class, Challenges in cross-cultural influences, Reasons behind rise of consumerism, Consumer protection act in India.

Practical Components:

- Students shall visit malls and unorganized retail outlets and observe the behaviour of customers of different outlets while buying different category of goods and present the findings / observations followed with a group discussion.
- Students need to prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
- Students are encouraged to discover the need for motives in three to four advertisements
- Conduct a survey using Interview Method to find out the important factors in their purchase of Watches, Laptops, Backpacks etc.

Recommended Books:

- Marketing Research – R.Nargundkar
- Consumer Behaviour – Schiffman and Kanuk
- Marketing Research – Tull, Green and Hawkins

- Business Research Methods – Zikmund
- Marketing Research – N.K. Malhotra
- Marketing Research – Parashuraman, Grewal
- Consumer Behaviour – Hoyer Mac Innis
- Consumer Behaviour in Indian Perspective – Suja R. Nair

Sales and Logistics Management

Nature	Area	Semester	
Elective - II	Marketing	III	
Course Code	Course Name	Credit/Distributions	
	Sales & Logistics Management	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course objectives

- Analyze the various dimensions of Selling Concepts
- To appreciate the sales process through emerging electronic channels
- To Outline the logistics involved for an effective sales management

UNIT I Sales Management

12 Hours

Objectives of Sales Management, Personal Selling, Salesmanship, Personal Selling Process, Types of Sales Organizations – Determining the kind of Sales Force and Size of the Sales Force. Qualities of Sales Professionals.

UNIT II: Managing the Sales force

12 Hours

Effective Recruiting of the Sales Force, Selecting and Training the Sales Force, Elements of Time and Territory Management, Sales Territories and Sales Quotas – Compensating the Sales Force, Motivating the Sales Force – Controlling & Evaluating the Sales Force.

UNIT III: Trends in Retailing and Wholesaling

10 Hours

E-commerce: E-tailing, Marketing on the net, Non-store retailing, Emerging trends of Retailing & Wholesaling in India.

UNIT IV: Distribution and Logistics Management

12 Hours

Objectives of Logistics Management: Modes of Transportation, Design of Distribution Channel, Strategies of Distribution Channel, Components of Logistics – Inbound and Outbound Logistics, Third party Logistics, Freight Forwarders, Communication Order Processing, Packaging, Warehousing.

UNIT V Logistics Strategies

10 Hours

Elements of Supply Chain Management, Logistics Information System, Computer packages used in Logistics, Sales and Logistics for rural markets,

Practical Components:

- To Study the Important features of Apps which appeal most related to customers of Food suppliers by conducting an survey using Interview method
- Conduct a survey in rural areas and study the implications associated with imitation (me too) products.
- To analyze the designs of packaging and list out the advantages and disadvantages associated with it.

Reference Books:

- Sales Management – Decisions, Strategies and Cases – Richard R. Still, Edward W. Cundiff and Noman A.P. Govani
- Professional Sales Management – R.E. Anderson, Joseph F. Har, Alan J. Bash
- Marketing Channels – Louis W. Stern, Adel I. ER – Ansary, T. Coughlan
- Fundamentals of Logistics Management – M. Lambert, James R. Stock, M. Eliram
- Logistics Management – Donald J.B. and D.J. Closs
- Logistics and Supply Chain Management – Martin Christopher
- Sales Management – Analysis and Decisions Making – Thomas N. Ingram
- Managing Supply Chain – J.L. Gattorn and D.W. Waldis

Advertising and Sales Promotion Management

Nature	Area	Semester	
Elective - III	Marketing	III	
Course Code	Course Name	Credit/Distributions	
	Advertising and Sales Promotion Management	(L-2:T-0:P-1) Credit = 03	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- Discuss the increasing importance of promotion and how it differs from advertising
- What functions do advertising objectives serve
- Recognize various methods of evaluating adverting effectiveness

UNIT I: Promotion Mix

12 Hours

Elements in Promotion Mix, Types of Advertising, Impact of Publicity on society, Personal Selling Strategies, Public Relations and Sales Promotion.

UNIT II: Advertising

10 Hours

Advertise ability and Advertising aids, Advertising Planning and Decision Making, Media Frequency Plan.

UNIT III : Advertising Campaign Planning

14 Hours

Advertising Effectiveness, Assessment and Criticism of DAGMAR Approach, Creative approaches for making a effective Advertising, Copywriting, pre-testing and post-testing, Designing a Advertising Copy, Marketing Communications, Different types of Advertising appeals and themes, Drafting an advertisement copy.

UNIT IV: Advertising Media

10 Hours

Types of media, Conventional media, Traditional media and media planning and Scheduling, Advertisement Budgets, Advertising Strategies for rural markets.

UNIT V : Advertising Agencies

10 Hours

Ethics in Advertisement, Advertising Agencies in India and abroad, Rural Advertising, Social Advertising, Ethics followed in advertising, Characteristics of Advertising Standards Council of India (ASCI).

Practical Components:

- Analyze the advantages and limitations of sales promotion of 5 FMCG MNC's in India
- Outline the methods and tools of sales promotion by visiting the malls
- Analyze the room for the improvement of technological innovation in advertisement in a major textile company

Recommended Books:

- Advertisement and Promotion – Belch and Belch
- Advertising – Aaker and Bathra
- Advertising Management – Chunawalla
- Advertising Management – Write and Ziegler
- Contemporary Advertising – Williams Arens
- Advertising Management – Rajeev Batra, John G.Myer, David Aker
- Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh
- Advertising Principles and Practice – Wells, Moriarty, Burnett
- Advertising Management – Jaishri Jethwanry, Shruthi Jain

Electives: Group - II

Strategic Financial Management

Nature	Area	Semester
Elective - I	FINANCE	III
Course Code	Course Name	Credit/Distributions
	Strategic Financial Management	(L-2:T-0:P-1) Credit=03

		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To analyze the financial implications or aspects of various business strategies and the strategic management of finance
- To understand conceptual framework i.e., the act of putting together financial assumptions, ideas and perceptions into a strategic design

Unit I - Conceptual framework of Strategic Financial Management**10 Hours**

Strategic Financial Decision making framework, function of Strategic Financial Management; Strategy at different hierarchy level; Financial Planning-Process-Types of Financial Plan – Financial Model-Types of Financial Model- process of Financial Model Development (Theory only)

Unit II - Capital Structure Decisions**12 Hours**

Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis, ROI & ROE analysis (Theory and Problems)

Unit III– Investment Decisions under Risk and Uncertainty**14 Hours**

Investments Decisions under Risk and Uncertainty–Techniques of Investment Decision–Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method (Probability distribution Approach, Normal Distribution Approach) Sensitivity Analysis and Simulation Method, Decision tree. (Problems)

UNIT IV – Leasing**12 Hours**

Leasing–Importance, Types, Tax Considerations, and Accounting Considerations–Evaluation of Lease from the point of view of Lessor and Lessee–Lease versus Buy Decision–Venture Capital–Concept and Developments in India–Process and Methods of Financing–Fiscal Incentives

Unit V-Financial Re-Engineering**08 Hours**

Meaning of Financial Re-Engineering- interpretations of Various Stakeholders-approach to innovative Financial Engineering, Funding Structure-Fund raising Instruments; Programs and Policies to reward various Shareholders

Practical Components:**Students should be able to distinguish below activities**

- How can you distinguish between strategies and policies?
- Are strategies and policies as important in a non business enterprise (such as a labor union, the State Department, a hospital, or a city fire department) as they are in a business? Why and how?
- Why are contingency strategies important?

- Choose an organization you know and identify its strengths and weaknesses. What are its special opportunities and threats in the external environment?
- How would you make an organizational appraisal of your college or university? What kind of —business|| is the school in?
- How can strategies be implemented effectively?

Recommended Books:

- Strategic Financial Management, 2/e Girish P Jakhotiya Vikas Publishing

Financial Market and Services

Nature	Area	Semester	
Elective - II	Finance	III	
Course Code	Course Name	Credit/Distributions	
	Financial Market and Services	(L-2 :T-0: P-1) Credit=03	
		C 1+ C 2	30 Marks
		C 3	70 Marks

Course objective

- To provide the students, basic knowledge about the Finance concepts, markets and various services provided in those markets.
- To provide adequate information about the roles of intermediaries and its regulating bodies.
- To provide information about the prevailing financial system in India.

Unit I Overview of Indian Financial System**12 Hours**

Indian Capital Market and Money Market, Foreign Institutional Investors (FIIs)-Portfolio Management Schemes of Indian Institutional Investors, Global Capital Flows - Hedge Funds, Private Equity. ADR and GDR.

Unit II Indian Capital Market**10 Hours**

Primary and Secondary Capital Markets in India-Market for Stocks and Bonds, Market for Derivative Instruments (Financial and Commodities), Over the Counter Markets (OCTEI), NCDEX, MCX. Markets for Government Securities, Mock Exercises in Online Stock Market Operations on Sensex and Nifty.

Unit III Banking in India**10 Hour**

Meaning of Bank, types of banks, Current problems of public sector banks, capital adequacy norms, Basel norms, NPA problem, corporate debt restructuring, and securitization of debt and asset reconstruction companies, the new Insolvency and bankruptcy code

Unit IV Merchant Banking and Credit Rating**12 Hours**

Introduction to merchant banking, merchant bankers/lead managers, registration, obligation and responsibilities, underwriters, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.

Unit V Regulatory Mechanisms

12 Hours

The role of SEBI in regulating the Capital Market and Stock Exchanges-Outlines of the SEBI Act and Powers of SEBI- Important Cases dealt with by SEBI-Sahara, NSEL, Insider Trading Cases etc. Investigation into Corporate Frauds under Companies Act 2013, NFRA and IBBI

Practical component:

- Prepare a report on capital market scams. And visit stock broking firms.
- Visit any 5 retailers and collect the information about cashless transaction (merchant banking)

Reference Books:

- Vasanth Desai, Financial Markets & Financial Services, HPH, Mumbai
- Punithavathy Pandian, Financial Markets and Services, Vikas Publishing House, New Delhi
- Gordon E & Natarajan, Financial Services, HPH, Mumbai

Investment Analysis and Portfolio Management

Nature	Area	Semester	
Elective - III	Finance	III	
Course Code	Course Name	Credit/Distributions	
	Investment Analysis & Portfolio Management	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

Unit I - Investment Background

08 Hours

Concepts of Investment- Investment Avenues - Objectives of Investment- Investment, Speculation and Gambling - Trading and investing - Portfolio Management process - Sources of Investment Information - Investing Internationally - The asset allocation decision -Organization and functioning of securities market

Unit II - Analysis of Risk & Return

14 Hours

Return - Measuring Return- Risk - Measuring Risk - S.D and Variance-Return and Risk of a Single Security and Portfolio - Calculation of Risk using Variance Covariance Matrix - Reduction of Risk

through Diversification - Concept and Types of Risks - Total Risk, Systematic and Unsystematic Risk - Other Risks - Beta and its Computation - Uses and Limitations of Beta.

Unit III - Valuation of Securities:**12 Hours**

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

Unit IV - Fundamental Analysts and Technical Analysis**08 Hours**

Economy - Industry-Company Framework- Economic Analysis and Forecasting – Technical Analysis- Assumptions of Technical Analysis - Technical Indicators - Dow Theory - Important Tools of Technical Analysis - Limitations of Technical Analysis - behavior of stock prices- Market Efficiency - Forms of Market Efficiency- Behavioral Finance - Standard Finance Versus Behavioral Finance

Unit V - Active Portfolio Management:**14 Hours**

Markowitz (MPT), Sharpe, Treynor, Jensen's Alpha measures of mutual fund performance – measuring investment return, conventional theory of performance evaluation, Performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor – Black model, Sharpe Optimal Portfolio Construction

Practical Components:

- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Each student will be given a virtual cash of Rs.5 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 Hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students' are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

Recommended Books:

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

Reference Books:

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

Electives: Group - III
Personal Growth and Interpersonal Effectiveness

Nature	Area	Semester	
Elective - I	Human Resource	III	
Course Code	Course Name	Credit/Distributions	
	Personal growth and Interpersonal Effectiveness	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To Develop and nurture a deep understanding of self.
- To Understand and practice personal and professional responsibilities.
- To Nurturing comprehensive skill sets for life knowledge such as learning, personality improvement, and effective interpersonal relation, resolving conflict for better intrapersonal and interpersonal relationship.

UNIT I Personal Growth**10 Hours**

Meaning and concepts of personal growth, Self esteem: Know yourself, accept yourself, Self improvement: Plan to improve, actively working to improve yourself. Life positions, Personal life style choices.

UNIT II Individuals and Organizations**12 Hours**

Values - Meaning, Types of values – Societal values, Organizational values and work values. Attitudes: Nature and Dimensions of attitude – Components of attitudes, Functions of attitudes, Changing attitudes, and antecedents of work related attitudes. Job satisfaction – Meaning, influences on job satisfaction, outcomes of job satisfaction. Job involvement, Organizational commitment – Meaning, Outcomes of organizational commitment, Guidelines to enhance organizational commitment.

UNIT III Learning and personality theories**12 Hours**

Meaning, Learning principles, Learning Theories – Classical conditioning theory, Operant conditioning, Cognitive theories, Social Learning theory, Learning styles. Personality theories: The Big Five personality Traits, Myers Briggs Type Indicator (MBTI), Carl Jung's theory of personality types.

UNIT IV Interpersonal Behavior and conflicts**10 Hours**

Nature of conflict, Levels of conflict, Sources of conflict, Effects of conflict, Intraindividual conflict – Conflict due to frustration, Goal conflict, Role conflict and ambiguity, Interactive conflict – Interpersonal conflict, Inter group behavior and conflict, Assertive behavior, Transactional analysis, Types of Transaction, Life positions.

UNIT V Stress management and Emotional Intelligence**12 Hours**

The emergence of stress, causes of stress – Extra organizational stressors, Organizational stressors, group stressors and individual stressors. Consequences of stress – Physiological symptoms, psychological symptoms and behavioral symptoms. Coping strategies for stress – Individual approaches and organizational approaches. Emotional Intelligence: Role of emotions, Types of emotions, Meaning of Emotional Intelligence, components of emotional Intelligence.

Practical Component

- Students are expected to conduct an in depth study about various personality traits and TA and submit a detailed report.
- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers and parents.
- Conduct mock stress interview for students to enhance their employability skills.

Recommended Books:

- Understanding OB - Udai Pareek, Oxford University Press.
- Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.

Reference Books

- Organizational Behavior – concepts, controversies and applications – Stephen P Robbins – Prentice hall International, 11/e
- Organizational Behavior – Fred Luthans, TMH, 10/e, 2005
- Wallace & masters personal development for live and work, Thomson Learning, 8/e, 2004

Organizational Change and Development

Nature	Area	Semester
Elective - II	Human Resource	III
Course Code	Course Name	Credit/Distributions
	Organizational change and Development	(L-2:T-0:P-1) Credit=03
		C1+C2 30 Marks
		C3 70 Marks

Course Objectives:

- To gain a general understanding of organizational change and development concepts
- To develop an understanding of change models and theories
- To reflect on different interventional strategies and their importance in a change process
- To apply change concepts to a real case example

UNIT I: Organizational Change**10 Hours**

Introduction to change, Nature of Change, Types of change, Reasons for change, Reasons for resistance to change, Overcoming resistance to change, Differences between planned and unplanned organizational Change, Change agents, Skills and competencies of change agents.

UNIT II: Organization Development**10 Hours**

Introduction and concepts of Organization Development, Characteristics of OD, History of Organization Development: Laboratory Training Stem, Survey Research and Feedback Stem, Action Research Stem, Sociotechnical and Socioclinical Stem. Values, Assumptions and Beliefs in organization development: Early statements of OD values and Assumptions, Implications of OD values and Assumptions.

UNIT III: Theory and Management of Organization Development**12 Hours**

Foundations of organization development: Models and Theories of planned change - Kurt Lewin's Three stage model, Force Field Analysis, Burke Litwin Model of Organizational Change, Systems Theory. Participation and Empowerment, Teams and Teamwork, Parallel Learning Structure, Normative Re educative strategy of Change. Managing the organization development process: Diagnosis, Six box model, Action Component, Program management component. Action research and organization development: Action Research A Process and an Approach, Genesis of OD in the company. The OD Process – A Diagnostic Study.

UNIT IV: Organization Development Intervention**14 Hours**

Team interventions: Teams and work Groups Strategic Units of Organizations, Broad Team Building Interventions, The Formal Group Diagnostic Meeting, The Formal Group Team Building Meeting, Process Consultation Interventions, A Gestalt Approach to Team Building, Techniques and exercises used in Team building. Inter-group and third party peacemaking intervention: Inter group team building Interventions, Third party peacemaking Interventions, Organization mirror Interventions, Partnering. Comprehensive intervention: Beckhard's Confrontation meeting, Strategic Management activities, Real time strategic change, Stream Analysis, Survey feedback, Grid OD, Transorganizational Development. Structural interventions: Sociotechnical systems, Self managed teams problems in implementation, MBO and Appraisal, Quality Circles, Quality of worklife projects, Physical settings and OD, Total Quality Management, Self design strategy, Large scale systems change and Organizational Transformation. Training experiences: T Groups, Behavioural modeling, Life and career planning, Coaching and mentoring, Instrumented Training.

UNIT V: Key Considerations and Issue**10 Hours**

Issues in consultant-Client relationships: Entry and Contracting, defining the client system, The trust issue, The nature of consultant's expertise, Diagnosis and appropriate interventions, Depth of Intervention, The consultant as a model, The consultant team as a microcosm, Dependency issue and terminating the relationship, The role of the Human Resource specialist in OD activities. Power, politics and organization development: Theories about the sources of social power, Organizational politics defined, Frameworks for analyzing power and politics, The role of power and politics in the practice of OD.

Practical Component

- Students are expected to submit a report on Changes that have taken place in various industries.
- Individual students are expected to conduct force field analysis and identify the driving and restraining forces for trimester scheme.

Recommended Books:

- French and Bell; Organization Development, 6th Ed, Pearson, 2006.
- Dr.S.S.Khanka; Organizational Behavior, 4th Ed, S.Chand & Company pvt ltd, 2003.

Reference Books

- Cummings T. G, & Worley C.G Organization Development and Change 8th Ed, 2007, Thomson
- Fred Luthans Organization Behaviour , Mc Grawhillm, International Edition 2005
- Keith Davis Human Behaviour at Work, 11th Ed 2002, Tata Mc Grawhill;

Training in Organizations

Nature	Area	Semester
Elective - III	Human Resource	III
Course Code	Course Name	Credit/Distributions
	Training in organizations	(L-2:T-0:P-1) Credit=03
		C1+C2 30 Marks
		C3 70 Marks

Course Objectives

- To develop an understanding on Training and Learning environment.
- To comprehend on how need analysis is done for training.
- To getting acquainted with the trainer's skills and designing a training program.
- To conceptualize on the evaluation of training program.

UNIT I: Introduction**10 Hours**

Introduction to the concept of Training, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD
Learning principles, learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.

UNIT II: Training Needs Assessment (TNA)**12 Hours**

Introduction to Needs Assessment, Why conduct Training Need Analysis? When to conduct a Training Need Analysis?, Needs Assessment Process - Organizational support for TNA, Organizational analysis, Requirement Analysis, Task and KSA Analysis, Person Analysis, Input design and evaluation of Training programs. Needs Assessment Techniques, Advantages and Disadvantages of Needs Assessment Techniques, Training enhancement, Trainee characteristics – Trainee readiness and Trainee Motivation.

UNIT III: Trainer's skills**10 Hours**

Communication Skill, Questioning Skill, Body Language Gesture, Handling difficult situation, Creativity skills, Technical skills, Interpersonal skills, Self Development and awareness, Managerial skills, Designing skills, Humour, Integrity, Credibility, Transparent, resilience, Rapport building, Confidence, Feedback sensitivity.

UNIT IV: Training Delivery**12 Hours**

Differences between Traditional and Modern methods, Traditional Training Approaches – Classroom instruction, Lecture and Discussion, Case study, Role play, Self Directed Learning Program (SDLP), Simulated work settings, Modern Training Approaches - Distance Learning Program (DLP), CD ROM and Interactive Multimedia, Web-based instructions, Intelligent Tutoring System (ITS), Virtual Reality Training (VRT).

UNIT V: Training Evaluation**12 Hours**

Need for evaluation, Evaluation criteria, Evaluation objectives, Types of evaluation instruments – Questionnaires / survey, Interview, Tests, Focus group, Observation of participant, Performance record, Training Evaluation Models – Kirk Patrick's model, Philip's Model, CIRO model of Training Evaluation.

Practical Component

- 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 need analysis case and ask the students to find out the training needs.
- 10 minutes of role play by individual students to exhibit their skills as a trainer.

Recommended Books:

- Irwin L. Goldstein, J. Kevin Ford, Training in Organization, 2005, 4th Ed, Wordsworth.
- Dr.B.Janakiraman, Training and Development, Biztantra / Wiley Dreamtech, 2005

Reference Books

- P Nick Blanchard James W Thacker Effective Training: System Strategies & Practices, Wiley publications 2001.
- Training For Organizational Transformation – Rolf P Lynton UdaiPareek.
- The Trainers portable mentor – Gargulo & Others

Skill Development – 3

Nature	Area	Semester	
Foundation	General Management	III	
Course Code	Course Name	Credit/Distributions	
	Skill Development-3	(L-0:T-0:P-1) Credit = 01	
		C1 + C2	30 Marks
		C3	70 Marks

Course Objectives

- To think logically and appreciate the reasoning capability
- To Involve the students in group discussion and mock interview exercises to enhance their employability

Unit- I **02 Hours**

Language enhancement tips, written communication skills, public speaking skills

Unit- II **02 Hours**

Exercises to develop right attitude, Self-Development, time management

Unit- III **04 Hours**

Quantitative Aptitude & Logical Reasoning

Unit- IV **04 Hours**

GD & Mock GD

Unit- V **04 Hours**

Resume Writing, HR Interview, FAQs & Mock Interview

Fourth Semester**Event Management**

Nature	Area	Semester	
Core	General Management	III	
Course Code	Course Name	Credit/Distributions	
	Event Management	(L-1:T-0:P-2) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

The purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events with a special focus on case studies of the events.

- To acquire an understanding of the role and purpose(s) of special events in the organizations.
- To acquire an understanding of the techniques and strategies required to plan successful special events.
- To acquire the knowledge and competencies required to promote, implement and conduct special events.

- To acquire the knowledge and competencies required to assess the quality and success of special events.

UNIT I: Introduction**08Hours**

Introduction -Nature, scope, significance and components of event, relationship between business and events,Responsibility of event planners, identifying suitable venue, layout. Types of events and skills for Event management -Seminars & Conferences, Trade Shows, Sporting events, Product launch, Press conference. Skills for Event Management-

UNIT II: Planning**10 Hours**

Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Staring and managing events business, Event coordination Crisis planning - prevention - preparation - provision - action phase - handling negative publicity -Different types of sponsorship - definition - objectives - target market - budget

UNIT III: Preparing a proposal**12Hours**

Conducting market research - SWOT analysis - estimating attendance - media coverage - advertising - budget. Organizing the event - Purpose - venue - timing - guest list - invitations - food & beverages - room dressing - equipment - guest of honor - speakers - media - photographers - podium – exhibition and check lists,

UNIT IV: Introduction to Event Marketing**12Hours**

Nature, need and importance – Marketing for event – Special feature of event marketing – Event Marketing Mix: Product, Price, Promotion, Distribution, Partnership, Segmentation and Targeting of the market for events–Types of advertising - promotions - website and text messaging, Social media platform and other digital media promotions used to market an event. Media invitations - photo-calls - press releases - TV opportunities - radio interviews. Special emphasis on 5 W's of event marketing.

UNIT V: Preparing Human Resources for Event**14Hours**

Man power planning- training of employees – training needs identification – training methodsEvaluation-Budget - cost of event - return on investment - media coverage - attendance – feedback

Reference Books:

- Lynn Van Der Wagen & Brenda R. Carlos, Event Management for Tourism, Cultural, Business and Sporting Events, Pearson Prentice Hall, 2005
- Event Management-Purnima Kumari
- Event Management and Marketing: Theory, Practical Approaches and Plan- Anukrati Sharma, Shruti Arora
- Event Management -Sandhya A Kale
- Event Management: A Professional and Development Approach – Ashutosh Chaturvedi

Electives: Group - IV

Brand Management

Nature	Area	Semester
Elective - IV	Marketing	IV
Course Code	Course Name	Credit/Distributions
	Brand Management	(L-2:T-0:P-1) Credit=03
		C1+C2 30 Marks
		C3 70 Marks

Course Objectives

- To analyze the importance of branding by visiting the various dimensions of brand promotion
- To Study the factors that are associated with brand success and failure
- To outline the importance of market planning and segmenting, targeting and positioning to make the product successful

UNIT I: Introduction**12 Hours**

Introduction to Product & Brand Management, Product mix and Product line, Brand Image, Brand Equity, Brand Association, Brand Awareness, Brand Recall, Brand Positioning, Brand Narration, Brand Experience, Brand loyalty, Brand pull, Brand Promise.

UNIT II: New Product Development Process**12 Hours**

Product Launch, , Launch Strategy, Reasons for New Product failures, Steps in Consumer Adoption Process, Product Life Cycle concepts. (12 Hours)

UNIT III: Market Planning**12 Hours**

Planning Process, Components of Marketing Plan – Analysis of competition, Product Portfolio Analysis, Customer Analysis, Segmenting – Targeting – Positioning (STP), Techniques of good positioning, Various Pricing strategies, Distribution strategies.

UNIT IV: Designing and Implementing**10 Hours**

Marketing Programs to build Brand Equity, Important elements to build Brand Equity, Measuring the effectiveness of Brand Equity, Branding Strategies.

UNIT V: Ethics in Brand Building**10 Hours**

Brand Marketing practices in India, Issues and Challenges of Indian Brands, Branding in rural India.

Practical Components:

- Identify 5 major brands of India and analyze their branding efforts to bring about uniqueness to make the product successful
- Do a mini project on social media that has been used to create a powerful brand image of a new entrant in car market

- Interview 5 marketers and list out their brand positioning strategies to exploit the rural market

Reference Books

- Product Management – Donald R. Lehman, Russel S. Winner and
- Strategic Brand Management - Kevin L.Keller
- The Brand Management Checklist – Brab Vanauken and Managing Indian Brands – Ramesh Kumar
- Application Exercises in Marketing – Ramesh Kumar
- Brands & Branding by The Economist .
- Strategic Brand Management by Jean Noel Kapferer
- Building, Measuring, and Managing Brand Equity by Kevin L.Keller
- Handbook of new product management – Christopher H.Luch
- Brand Management Practices – Issues and Trends by K. Sasikumar, K.S. Chandrasekar

Industrial Marketing

Nature	Area	Semester	
Elective - V	Marketing	IV	
Course Code	Course Name	Credit/Distributions	
	Industrial Marketing	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To Study the factors that are associated with business and consumer marketing
- To acquaint with buying motivation and process involved in organizational customer
- To study the product lifecycle of Industrial Marketing in the context of managing the business marketing

UNIT I: Introduction

12Hours

The Nature and uniqueness of Industrial Marketing, Classification of Industrial Products, Classification of e-commerce, Difference between Business and Consumer Marketing, Classification of Business Consumers.

UNIT II: Business Buying Behavior

12 Hours

Identifying the Buying Behavior of Industrial, Buying Process and Buying Stages, Buying Center Roles, evaluation of unregistered suppliers and registered suppliers for identification, Marketing Information System for Industrial Marketing.

UNIT III: Segmenting, Targeting and Positioning

12 Hours

Industrial Marketing Planning Process, Demand and Supply Analysis, Segmenting, Targeting and Positioning, Industrial Product Strategy and Product Policy, Product Portfolio, New Product Development, Product Life Cycles of Industrial Products. (12 Hours)

UNIT IV: Industrial Marketing Channels**10 Hours**

E-channels, Concept of Logistics and Supply Chain Management in Industrial Marketing. Pricing strategy for Business Markets, Competitive Bidding Technique, Types of Leasing, Personal Selling Process in Industrial marketing (10 Hours)

UNIT V: Key Account Management**10Hours**

ABC Analysis, Selling through Internet, Issues and Challenges relating to transaction using software. (6 Hours)

Practical Components:

- Pay a visit to Government as well as a private manufacturing company and study the differences in their purchasing procedures, pricing, payment terms
- Visit an industrial unit which sells directly as against using an intermediary or distributor and list out the advantages and drawbacks of selling directly
- Imagine you are marketing a product like Air conditioners which can be sold to the large buyers (Business Marketing) like KSTDC as well as in the retail market and list out the differences in terms of Product, Price, Place and Promotion

Reference Books

- Business Marketing Management – Michael Hutt and Thomas Speh, 8th Edition, Thomson Learning
- Industrial Marketing – Reeder and Reeder (PHI)
- Industrial Marketing – Richard Hill (AITBS)
- Supply Chain Management – Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)
- Business Marketing – Haynes
- Business Marketing – Rangan

Services Marketing

Nature	Area	Semester	
Elective - VI	Marketing	IV	
Course Code	Course Name	Credit/Distributions	
	Services Marketing	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To analyze the growing importance of Services marketing post LPG

- To Study the factors affecting the customer expectation and satisfaction
- To list the roles of effective service delivery to bring about the sales performance

UNIT I: Introduction**10 Hours**

Definition and uniqueness of Services, Emerging trends in Services Marketing, Service Marketing mix, recent trends in Services Marketing, Growing potential of Service Industry post Liberalization.

UNIT II Consumer Behaviors in Services**14 Hours**

Gap Analysis and Consumer Behavior, Gap Analysis and Strategies, Customer Perception and expectations, Factors influencing Customer Expectations, Services Design and Development, inevitability of Service Standards post globalization.

UNIT III: Management of Service Performance**10 Hours**

Service Delivery and Performance, Employees role in Service Delivery - Boundary-spanning roles, Customer roles in Service Delivery, Delivering Services through Intermediaries and Electronic Channels.

UNIT IV: Management of Marketing channels**12 Hours**

Managing Demand, Managing Service Promises, Integrated Service Marketing Communications, Pricing of Services, The integrated gap models for Service Quality

UNIT V: Marketing of Services**10 Hours**

Health Care, Hospitality Services, Transport Services, Telecommunication Services, Consultation Services, Financial Services. (10 Hours)

Practical Components:

- Identify 5 major companies in service sectors that have generated employment opportunities in India
- Visit 2 Car dealers and gather information on expectations and satisfaction from customers about recently introduced car
- Visit a major Hospital and gather data to analyze the service gap experience by the patients

Reference Books

- Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J. Bitner
- Services Marketing – People, Technology and Strategy – Lovelock
- Services Marketing – Ravishankar
- Marketing of Services – Jha
- Marketing of Services – G.S. Bhatia
- Marketing of Services – Sahu and Sinha

International Marketing

Nature	Area	Semester
Elective - VII	Marketing	IV
Course Code	Course Name	Credit/Distributions
	International Marketing	(L-2:T-0:P-1) Credit=03
		C1+C2 30 Marks
		C3 70 Marks

Course Objectives

- To explore the theories, trade and its barriers of India's foreign trade
- To acquaint with International market entry strategies
- To learn the factors affecting International marketing
- To be acquainted with International economic Institutions and forums

UNIT I: Introduction**10 Hours**

Introduction and Importance of International Marketing, Concepts in International Trade, Theories of International Trade, Trade Barriers, Panoramic view of India's Foreign trade since Independence.

UNIT II: International Marketing Environment**10 Hours**

Economic, Political, Legal, Socio-cultural and Demographic environment. Market entry strategies – MNC's, Global marketers etc.

UNIT III: International Marketing Mix**12 Hours**

Factors affecting International Marketing, International Marketing mix Strategy, Distribution Strategies and Types of Intermediaries in International Marketing.

UNIT IV: Export Planning**12 Hours**

Export Finance, Letter of Credit, Export Licensing, Export Houses, Export risk and Insurance, Export Promotion and Incentives provided by the Government of India. Import-Export policies of the Government of India.

UNIT V: International Economic Institutions and Forums**12 Hours**

GATT, WTO, EFTA, LAFTA, EU, SAARC, BRICS, World Bank, IMF and other trading blocks and common marketing for International Business.

Practical Components:

- Pay a visit to the web sites of companies like PEPSI, Huyndai, Addidas etc., and study their practices in India as well as their home country in the areas of technology, pricing, service, warranty, advertising etc.
- A Khadi apparel manufacturer in Mysore wants to export his apparel to Sri Lanka and Australia. Based on internet research. What would be your advice to overcome trade barriers

- Visit a company involved in export business. Learn and record the difficulties faced by them when they began to export

Reference Books

- International Marketing – Sak Onkvisit and John J. Shaw
- International Marketing – Philip Cateora and John Graham
- International Marketing – C.A. Francis

Electives: Group - V

Merger and Acquisition

Nature	Area	Semester	
Elective – IV	Finance	IV	
Course Code	Course Name	Credit/Distributions	
	Merger & Acquisition	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To understand the role of mergers and acquisitions in firm's strategy,
- To Know the main concepts related to managing mergers and acquisitions, and
- To apply common frameworks and tools related to mergers and acquisitions.

UNIT I – Introduction to M & A

08 Hours

Types of merger– 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- Impact of M & A on stakeholders. Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis- BCG matrix (Theory)

Unit – IIMerger Process

10 Hours

Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration (Theory)

Unit – IIIFinancial Evaluation of M& A

10 Hours

Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based Approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems)

Unit-IV Accounting aspects of Amalgamation

14 Hours

Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)– Calculation of purchase consideration-Journal entries in the books of transferor & transferee

company-Ledger accounts in the books of transferor and transferee companies (Theory and Problems).

Unit – V Takeovers

14 Hours

Takeovers, types, and takeover strategies, - Takeover defenses – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Practical Component:

- Pick up any latest M&A deal.
- Generate the details of the deal and then study the deal in the light of the following.
- Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
- Synergies likely to emerge to the combining and the combined firm(s) from the deal
- The valuation for the merger
- The basis for exchange rate determination

Recommended Books:

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

Reference Books:

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

Derivatives

Nature	Area	Semester	
Elective - V	Finance	IV	
Course Code	Course Name	Credit/Distributions	
	Derivatives	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks

		C3	70 Marks
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Course Objectives:

- To understand the features of financial derivatives.
- To hedge risk and practice risk management using derivatives.
- To explain the use of options and futures contracts for tactical portfolio strategies purpose
- To provide an understanding of pricing financial derivatives, including familiarity with some central techniques, like the binomial model, and the Black-Scholes model
- To explain the fundamentals of credit risk management and Value at Risk

UNIT I: Introduction to Derivatives**10 Hours**

Forwards, Futures, Options, Swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, and Liquidating or Future position, Initial margins, Variation margins, Marking to Market (MTM) ,Types and orders. Future commission merchant

UNIT II: Forward and Future Contracts**10 Hours**

Forward contracts, futures contracts, Financial futures, Valuation of forward and future prices of index futures, Valuation of stock futures, Hedging using futures contracts, Hedging using stock & index future contracts, Adjusting Beta of a portfolio using future contract. Interest rate futures and currency futures.

UNIT III: Valuation of options**12Hours**

Options-Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks, - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & valuation of option: basic model, Black and Scholes Model, Option Greeks. Arbitrage profits in options.

UNIT IV: Options Contracts and Trading Strategies**12Hours**

Put-call parity; Trading strategies (Butterfly, Bull, Bear, Box Strangle) involving options

UNIT V: Commodity Market in India**12 Hours**

Commodity futures and options, outlines of SEBI guidelines, working of NCDX, MCX.

Practice Component

- Preparation of working structure of various stock exchange/broking firms in India.
- NISM Exam
- Mock trading using Money control

Recommended books:

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

Reference Books:

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

International Finance

Nature	Area	Semester	
Elective - VI	Finance	IV	
Course Code	Course Name	Credit/Distributions	
	International Finance	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To understand the International Financial Environment and the Foreign Exchange market.
- To learn hedging and Forex risk management.
- To learn the Firm's Exposure to risk in International environment and various theories associated with it.

Unit I: International Financial Environment:**08 Hours**

Role of International Financial Management in Corporate Financial Management, Dynamics of Global Capital Flows, India's Balance of Payment, trends, direction and composition. CAD (current account deficit) problems. Economic and Monetary Union

Unit II: Foreign Exchange Market**14 Hours**

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Bid – Ask – Spread (Theory & Problems).

Unit III Foreign Exchange Risk Management**12 Hours**

Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two way and three way Swaps (Theory & Problems).

Unit IV International Parity Relationships & Forecasting Foreign Exchange**14 Hours**

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

Unit V International Investment Decision**08 Hours**

Risk Factors, country Risk, cost and Benefits International Capital Budgeting- Evaluation Criteria

Recommended Book:

- Madhu Vij-International Financial Management, 2nd Edition, 2003

Reference Books:

- Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996
- Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993
- Shapiro, Alan.C – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
- International Financial Management by P.G.Apte, Mc Graw Hill.
- International Financial Management by Jeff Madura

Tax Management

Nature	Area	Semester	
Elective - VII	Finance	IV	
Course Code	Course Name	Credit/Distributions	
	Tax Management	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To provide the students with a comprehensive understanding of residential status in tax laws
- To acclimatize the students with process of computing tax liability of Individuals
- To understand corporate taxation system in the country
- To know the deductions and exemptions available in the tax laws
- To Provide Insight into GST

Unit I:Introduction to Direct Tax**12 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) .

Unit II Heads of Income**10 Hours**

Explanation under various heads of income . Income from salary (Basic problems), Income from House Property (Theory Only) Income under the head Profit and Gains of Business or Professions and its computation scheme of business deductions (Problems on computation of income from business/ profession of Individual assessee) .

Unit III Income under capital gain**10 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. Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U . Setoff and carry forward of losses .

Unit IV Computation of tax liability**10 Hours**

Computation of tax liability of a firm and partners. Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax.

Unit V Goods and service tax**14 Hours**

Introduction, Overview and Evolution of GST, Indirect tax structure in India , Introduction to Goods and Service Tax (GST) - Key Concepts , Phases of GST, GST Council , Taxes under GST, Cess , Registration under GST - Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Unique Identification Number, Registration Number Format. Types of GST returns and their due dates, late filing, late fee and interest.

Practical Components:

- Preparation of Income tax returns of Individual assessee.
- Studying the online submission of Income tax returns

Reference Books:

- Systematic Approach to Indirect Tax- Kumar, Sanjeev
- Text Book of Indirect Tax – Sinha P.K
- Dr. Vinod Singhania, Taxman Publication, New Delhi
- Girish Ahuja & Ravi Gupta, Bharat Law House, New Delhi

Electives: Group - VI**Strategic Human Resource Management**

Nature	Area	Semester
Elective - IV	Human Resource	IV
Course Code	Course Name	Credit/Distributions

	Strategic Human Resource Management	(L-3:T-0:P-0) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To learn the fundamentals of SHRM framework and analyze the overall role of SHRM in business.
- To improve the ability to think how SHRM should be used as a tool to achieve competitive advantage.
- To understand the key element of SHRM and unite with organizational culture.
- To magnify the numerous issues that crop in while implementing SHRM and find suitable remedies for the same.

UNIT 1: Context of Strategic HRM

12 Hours

Introduction, An investment perspective of HRM – Adopting an investment perspective, Valuation of assets, Understanding and measuring human capital, Human resource metrics, factors influencing investment oriented organizations, Impact of changes in technology - Telecommuting, Employee surveillance and monitoring, e-HR, Social networking, Workforce demographics & diversity on HRM – Generational diversity, Sexual orientation, individuals with disabilities, other dimensions of diversity.

UNIT II: Strategic Role of HRM & Planning

12 Hours

strategic HR Vs Traditional HR – Roles assumed by the HR function, HR roles in a knowledge based economy, SHRM critical HR competencies, Lepak and Snell's Employment models, Barriers to strategic HR, Strategic HR planning – Objectives of HR planning, Types of planning - aggregate & succession planning.

UNIT III: Strategic Perspectives on Recruitment, Training & Development

12 Hours

Temporary Vs Permanent employees, Internal Vs External recruiting, methods of recruiting, Selection - Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development – Needs assessment, objectives, Design and delivery, Evaluation.

UNIT IV: Strategic Perspectives on Performance Management

10 Hours

Feedback & Compensation Use of the System, who evaluates, what to evaluate & how to evaluate, measures of evaluation, Compensation – Equity, Internal equity, external equity, and Individual equity.

UNIT V: Employee Separation

10 Hours

Reduction in force, turnover, retirement, Global Human Resource Management - International Vs Domestic HRM, Strategic HR Issues in International Assignment, Repatriation.

Text Books

- Jeffery Mello Strategic HRM –, Thompson Publication, New Delhi, 2nd Ed, 2007
- Dr.S.S.Khanka; Organizational Behavior, 4th Ed, S.Chand & Company pvt ltd, 2003.

Reference Books

- Luis R. Gomez-Mejia, David B.Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001. – (Unit 1)
- S.K.Bhatia – Strategic Human resources Management, Deep & Deep Publication Pvt. Ltd., 2007..
- Charles R, Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Kandula S.R. (2001). Strategic Human Resource Development. Eastern Economy Edition, Prentice Hall India.
- Boxell& Purcell, J. (2003). Strategy And Human Responce Management. Palgrave Mcmillan
- Strategic HRM – Michael Armstrong, Kogan page, London
- Strategic HRM – Agarwal, Oxford University Press, New Delhi.

Industrial Labour Legislation

Nature	Area	Semester
Elective - V	Human Resource	IV
Course Code	Course Name	Credit/Distributions
	Industrial Labour Legislation	(L-2:T-0:P-1) Credit=03
		C1+C2 30 Marks
		C3 70 Marks

Course Objectives

- To know the development and the Judicial setup of Labour Laws
- To learn the salient features of Welfare and Wage Legislation
- To learn the Laws relating to IR, Social Security and Working Conditions

UNIT I: Industrial Disputes Act 1947**12 Hours**

Emphasis on Sec 2 (all definitions), 9A, 10 , 12 , 17 , 18 , 22 , 23 , 24 , 25 , Chapter V B, Up t o S e c 2 5 (S) a n d Sec33. Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.

UNIT II: Indian Factories Act 1948**12 Hours**

Karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules.

UNIT III: Payment of Gratuity Act 1982**10 Hours**

Payment of bonus act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act

UNIT IV: ESI Act 1948**12 Hours**

employees' provident fund and miscellaneous provisions act 1952, workmen's compensation act 1932. Payment of wages act 1936.

UNIT V: Code of Discipline in Industries**10 Hours**

Report of the second national labour commission 2002. Latest ILO deliberations on labour legislation in developing countries.

Practical Component

- Students are taken to Labour Court to get practical exposure on labour proceedings
- Arrange a debate on Constitutional provisions of Labour Law

Reference Books

- P.L.Malik Industrial Laws, Eastern Book Publishing, 15th Ed, 2013
- R. J Reddy, Industrial Law, APH Publishing, 2004
- S.N Mishra, Industrial and Labour Law, Central Law Publications, 27th Ed, 2014

Industrial Relations

Nature	Area	Semester	
Elective - VI	Human Resource	IV	
Course Code	Course Name	Credit/Distributions	
	Industrial Relations	(L-2:T-0:P-1) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course objectives

- To understand the importance of Human Relations at work
- To distinguish the procedures concerning Worker Participation and Participatory Institutions and Instruments of Trade Union
- To distinguish Employee Rights & Obligations according to the scope of employment
- To analyze the field of Labor Relations in an Interdisciplinary Manner
- To Synthesize the proposals for Legislative Initiatives

UNIT I Industrial Relations**12 Hours**

Historical background, concept, Meaning and scope of IR, stake holders of IR, various factors influencing IR, Perspectives/Approaches to IR- Unitary, Pluralist, Radical, Psychological approach, Sociological approach, Human Relations approach, Socio ethical approach, Gandhian/ Trusteeship approach, Systems approach, Essentials of sound IR policy, IR strategies, Legal frame work: The Industrial Disputes Act 1947, Industrial conflict Disputes – Causes and Consequences of Industrial Conflicts in India, Conflict resolution.

UNIT II Trade Unions and Related aspect**10 Hours**

Trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.

UNIT III Grievances and Disciplines**12 Hours**

Grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes – Lay off, Termination simplicitor, Retrenchment, closures, VRS.

Unit IV Collective Bargaining 10 Hours

Concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.

Unit V Settlements 12 Hours

Types of settlement wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

Practical Component

- Give a case of collective bargaining and ask the students to role play
- Arrange a debate in the classroom about rights and duties of trade union of workers

Text Books

- Dynamics of Industrial Relations: Industrial – Mamoria, Mamoria, Gankar, – Himalaya Publishing House
- Industrial Relations – C S Venkata Ratnam – Oxford University Press

Reference Books

- Industrial Relation – Ramaswamy
- Industrial Relation – Sarma
- Industrial Relation – Venkatarathnam
- Industrial Relation – Arun Monnappa
- Industrial Relation – T V Rao

Managing Knowledge workers

Nature	Area	Semester
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Elective - VI	Human Resource	IV	
Course Code	Course Name	Credit/Distributions	
	Managing Knowledge workers	(L-3:T-0:P-0) Credit=03	
		C1+C2	30 Marks
		C3	70 Marks

Course objectives

- To analyze and define the links between Knowledge Management, Organizational Learning
- To analyze the fundamental elements pertaining to Knowledge Management
- To examine and Evaluate the Role of Leadership in Facilitating Human Infrastructure to enable best practices
- To Identify the Drivers and Inhibitors of Effective KM Practices to promote Innovation and improving projects and management practices at a large

UNIT I Knowledge Management**12 Hours**

The changing nature of organizations – workforce composition, evolving work roles and responsibilities, Team work, Relationship building, Communication, Leadership, Decision making, Change management, worker motivation, Infrastructure, concept of Knowledge management, Drivers of knowledge management, Knowledge as an asset – Explicit knowledge and Tacit knowledge, Organizational knowledge, Knowledge management as an emerging concept - leadership and knowledge management, Developing a knowledge culture, learning & developmental organization, Asset based corporate development, Applying knowledge to work practices, Knowledge Systems, Developing a Knowledge Service, The challenge for Strategic Knowledge Leadership.

UNIT II Strategic Knowledge Management**12 Hours**

Models of knowledge management, Knowledge management Life cycle, knowledge workers, Skills and competencies of knowledge workers, phases of knowledge development – Knowledge sourcing, Knowledge Abstraction, Knowledge Conversion, Knowledge Diffusion, Knowledge development and refinement, Knowledge management infrastructure – Managerial infrastructure, Technological infrastructure, Social infrastructure, harnessing organizational knowledge, Enabling Knowledge Transference, The five P's of strategic management, Building knowledge management into the Strategic Framework.

UNIT III Knowledge Leader**10 Hours**

Contributory Disciplines to Knowledge Leadership - Librarianship, Information Technology, Human Resource Management, Business management, The generic Attributes of a knowledge leader – Strategic visionary, Motivator, Communicator, Change agent, Coach Mentor and model, Learning facilitator, Knowledge Executor, Specific knowledge Leadership Roles – Strategic knowledge leader, Core leaders, Leading Knowledge Teams – Self managed knowledge teams, Virtual knowledge teams, Leading a Knowledge network, Recruiting and Selecting Knowledge Leaders.

UNIT IV Developing and sustaining a Knowledge Culture**10 Hours**

Knowledge Culture Enablers – Core values, Structural support, Enacted values, Interaction with colleagues, maintaining the Knowledge Culture during Change, Reviewing the existing knowledge culture, implementing knowledge culture enhancement programs, maintaining the Knowledge Culture.

UNIT V Knowledge Management & HRM Practices**12 Hours**

Structural Support for knowledge management, Impact of Organizational Structure on Knowledge Management – Functional structure, Divisional structure, Matrix model, Staffing – workforce planning, Defining core competencies, Selection and Recruitment, Induction orientation and acculturation, work context management, Performance Management – Performance standards, performance management process, providing feedback, Rewarding high achieving Knowledge Workers, Learning & Development – Individual learning, succession planning, Learning transfer, Organizational Evaluation and Review – Exit interviews, Performance measures, Organizational development

Text Books

- Knowledge Management – Shelda Debowski – John Wiley India edition
- Knowledge Management – Elias M.Awad & Hassan M.Ghaziri – Pearson Education.

Reference Books

- Knowledge Management – Carl Davidson & Philip Voss – Vision Books

Contents of the Project Report

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