

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

#### RECOMMENDED BOOKS:

- Marketing Research contemporary approach- Naraynreddy and GVRK Acharyalu, Excel publications
- Marketing Research and consumer Behavior Saravanel et.al, Vikas publishing house
- Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005
- Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning, 2010.
- Research Skills for Students: Transferable and Learning Skills - Allison, et.al. 1996.
- Market Research – Aekar, 11/e, Wiley publications, 2002.

#### REFERENCE BOOKS:

- Market Research: a guide to planning, methodology & evaluation - Paul Hague, KoganPage, 1996.
- Market Research Best Practice. 30 Visions of the Future – Peter Mouncey, et.al. 2007.

#### BUSINESS MARKETING

Subject Code : 16MBA MM305  
 Number of Lecture Hours/Week: 03  
 Number of Lecture Hours : 56  
 Practical Component : 02 Hours/ Week

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 IA Marks: 20  
 Exam Hours: 03  
 Exam Marks: 80

#### Objectives:

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

#### Outcomes:

The student should be able to:

- Describe the nature of business markets and the related concepts.
- Familiarize the business buying behavior of industrial customers.
- Analyze business situations in the context of buyer-seller relationships.
- Apply concepts of pricing strategies for industrial goods

- To evaluate the significance of E-Commerce in Business Marketing.

**Unit 1:**

**(8 Hours)**

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

**Units 2:**

**(10 Hours)**

**Organizational Buying Behaviour:** Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision, The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing.

**Business Marketing Research:** Differences between B2C & B2B Marketing Research, Marketing Research Process, The Standard Industrial Classification (SIC), Research Methods, Sales Forecasting Approaches, Top-Down, Bottom-up approaches.

**Unit 3:**

**(8 Hours)**

**Market Segmentation:** Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market.

**Product & Brand Strategy:** Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy.

**Business Service Marketing:** Special Challenges

**Unit 4:**

**(8 Hours)**

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

**Unit 5:**

**(8 Hours)**

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

**The Promotional Strategies:** Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.

**Unit 6:**

**(10 Hours)**

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

**B2B through E-Commerce:** Business-to-Business forms of E-Commerce, Models for B2B e-commerce, Marketing strategy for the electronic market place.



**Case Studies in Indian context only.**

**(4 Hours)**

**Practical Components:**

- Group presentations on organizational buying behavior & practices in purchase of rawmaterials, capital & facilitating goods in Indian Co's& MNC's operating in India.
- Segmentation & Positioning of B2B Products.
- Forecasting Techniques for demand of Industrial Products
- Visit to Trade shows & Exhibitions
- Industry visit in 2-3 Industries
- Competitive Bidding Process
- Preparation of quotation.
- Industry survey in the context of B2B Marketing
- Case studies

**RECOMMENDED BOOKS:**

- Business Marketing – Krishna K Havaladar, Latest Edition, Tata McGraw HillPublication.
- Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice-HallInternational Publication.
- Business Marketing Management – Michael D Hutt, Thomas W Speh, Latest Edition,Cengage Learning Publication.

**REFERENCE BOOKS:**

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

**SUPPLY CHAIN MANAGEMENT**

Subject Code : 16MBA MM306  
Number of Lecture Hours/Week : 03  
Number of Lecture Hours : 56  
Practical Component : 02 Hours/ Week

IA Marks : 20  
Exam Hours: 03  
Exam Marks: 80

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**Objectives:**

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

**Outcomes:**

**The student should be able to:**

- Demonstrate knowledge of the functions of logistics and supply chain management.
- To relate concepts and activities of the supply chain to actual organizations.
- Highlight the role of technologyin logistics and supply chain management.

(Question paper: 40% theory and 60% problems)  
**Practical Components:**

- Study the working capital financing provided by a Bank and submit the report on the same
- Study the annual report of any two companies and prepare a cash budget for next year.
- Study dividend policy of companies and its impact on shareholders' wealth
- Study implications of bonus issues/stock splits of companies

**RECOMMENDED BOOKS:**

- Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011
- Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management - I.M. Pandey, 10/e, Vikas, 2011.
- Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.
- Principle of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012

**REFERENCE BOOKS:**

- Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cenage Learning, 2004.
- Corporate Finance: Ross, Westerfield & Jaffe, – TMH – 8/e, 2010
- Financial Management & Policy - Vanhome, 12/e, Pearson
- Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.
- Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.

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**COST MANAGEMENT**

Subject Code	: 16MBA FM305	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

**Objectives:**

- To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses
- To provide an understanding of the use of cost information in support of different strategies
- To demonstrate costing methods and techniques appropriate to a variety of businesses
- To prepare and interpret budgets and operating results through variance analysis
- To describe the use of balanced scorecard and explain how the balanced scorecard supports strategic cost management

**Course Outcome:**

At the end of the course, the students are able to :

- Understand the cost concepts, cost behaviors, and cost accounting techniques
- Get an insight into the use of cost information in support of different strategies



- Comprehend costing methods and techniques appropriate to a variety of businesses
- prepare and interpret budgets and operating results through variance analysis

#### **Unit 1:(10 Hours)**

Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet

#### **Unit 2:(10 Hours)**

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

#### **Unit 3:(10 Hours)**

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

#### **Unit 4:(10 Hours)**

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

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

#### **Unit 5:(8 Hours)**

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

#### **Unit 6: (8 Hours)**

**Cost Audit& Reporting to Management:-**objectives and advantages of Cost Audit , Cost Audit report .**Management Audit-** Objectives and Scope.

**Reporting to Management –** Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose

**(Question Paper:50% Theory and 50% Problems)**

#### **Practical components:**

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

### RECOMMENDED BOOKS:

- Cost Accounting – Khan M. Y and Jain P. K, TMH.
- Management Accounting – Khan M. Y and Jain P. K, 6<sup>th</sup> Edition, McGraw Hill, 2012.
- A Text book of Cost and Management Accounting – Arora M. N, 11<sup>th</sup> Edition, Vikas.
- Cost Management: A strategic Approach – Vaidya S. C, Suveera Gill, Macmillan, 2010.
- Cost Accounting- Jawaharlal, & Seema Srivastava, 4<sup>th</sup> Edition, TMH.
- Accounting & Costing for Management – Sinha P. K, Excel Books, 2010.
- A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House, 2013

### REFERENCE BOOKS:

- Principles and Practice of Cost Accounting – Bhattacharyya, 3<sup>rd</sup> Edition, PHI.
- Managerial Accounting- James Jiambalvo, 4<sup>th</sup> Edition, Wiley India Pvt. Ltd.
- Advanced Cost Accounting – Madegowda J, HPH.
- Cost and Management Accounting – Arora M. N, 3<sup>rd</sup> Edition, HPH.
- Cost Accounting: Theory and Practice – Bhabatosh Banerjee, 13<sup>th</sup> Edition, PHI.

  
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### STRATEGIC CREDIT MANAGEMENT

Subject Code	: 16MBA FM306	IA Marks	:20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

### Objectives:

- To provide an overview of the sound lending decisions by a bank
- To explain the process of evaluation of the loan proposal
- To provide an insight into the different types of loans
- To describe the aspects of NPA management

### Course Outcome:

At the end of the course, the students are able to:

- Understand and evaluate the lending decisions by a bank
- Realize the process of evaluation of the loan proposal by banks
- Get an insight into the different types of loans
- Understand management of NPA

### Unit 1:

(10 Hours)

**Credit management in banks**-Screening of applications-Appraisal of credit-Sanction limit-Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms.



## FINANCIAL MANAGEMENT

Subject Code	: 16MBA22	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

### 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.

### Course Outcome:

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

- Understand the basic financial concepts
- Apply time value of money
- Evaluate the investment decisions
- Analyze the capital structure and dividend decisions.
- Estimate working capital requirements.

#### Unit 1:

(8 Hours)

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

**Sources of Financing:** Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only)

**Emerging Issues:** Risk management, Behavioral finance and Financial engineering.

#### Unit 2:

(10 Hours)

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

#### Unit 3:

(10 Hours)

**Cost of Capital** Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

#### Unit 4:

(12 Hours)

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

(8Hours)

**Unit 5:**

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

(8 Hours)

**Unit 6:**

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

**Practical Components:**

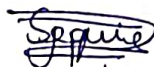
- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies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

**RECOMMENDED BOOKS:**

- Financial Management -Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management,Shashi K Gupta and R K Sharma, 8<sup>th</sup> Revised Edition, Kalyani Publishers, -2014
- Financial Management,Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
- Financial Management,Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press,2011
- Financial Management ,I M Pandey, 10<sup>th</sup> Edition, Vikas Publishing House -2014
- Financial Management & Policy-Vanhorne, James C., 12/e, Pearson, 2002
- Financial Management, PralhadRathod, Babitha&S.HarishBabu, Himalaya Publishing House, 2015

**REFERENCE BOOKS:**

- Financial Management,V K Bhatta ,1<sup>st</sup> Edition- S.Chand 2014,
- Fundamentals of Financial Management,Brigham & Houston, 10/e, Cengage Learning.
- Corporate Finance,Damodaran , 2/e, Wiley India (P) Ltd., 2004
- Financial Management,Paresh P., Shah 2/e, Biztantra.
- Fundamentals of Financial Management,Sheeba Kapil ,Pearson,2013
- Financial Management, Sumit Gulati & Y P Singh,McGraw Hill, New Delhi - 2013



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**SEMESTER II**  
**HUMAN RESOURCE MANAGEMENT**

Subject Code	: 16MBA21	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

**Objectives:**

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

**Course outcome:**

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

- Synthesize information regarding the effectiveness of recruiting methods & selection procedures
- Identify the various training methods and design a training program
- Design a job description and job specification for various levels of employees.
- List out the regulations governing employee benefit practices.

**Unit 1:**

**(8 hours)**

**Human Resource Management:**

Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM

**Unit 2:**

**(10 hours)**

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

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

**Unit 3:**

**(10 hours)**

**Recruitment:** Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.

**Selection:** Definition and Process of Selection.

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

**Unit 4:**

**(8 hours)**

**Training and development:** Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods.

**Unit 5:**

**(10 hours)**

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

**Compensation:** Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India.

**Unit 6:**

**(10 hours)**

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

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

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

**Practical Components:**

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

**RECOMMENDED BOOKS:**

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

**REFERENCE BOOKS:**

- Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
- Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
- Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.
- Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.
- Human Resource Management – Aswathappa K HPH



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- Fundamentals of Organizational Behaviour - Slocum/Hillriegel, Cengage Learning
- Organizational Behaviour, Aquinas P. G, Excel Books.

## ECONOMICS FOR MANAGERS

Subject Code	: 16MBA12	IA Marks	: 20
No. of Lecture Hours / Week:	03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

### COURSE OBJECTIVES

- To introduce the fundamentals, tools and theories of managerial economics
- To orient on micro economic techniques as a decision making process
- To understand various industrial policies essential for business managers
- To understand the vital characteristics of different market structures

### COURSE OUTCOMES

At the end of the course students are able to:

- Equipped with the skill to apply the theory of demand, theory of production and cost in decision making
- Differentiate between various markets structure, functioning and pricing decisions.
- Acquire the knowledge of Indian Industrial Policies, its impact on industrial development so as to develop proper strategy in day to day management.

**Unit 1:** (12 hours)

**Managerial Economics:** Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.(problems on Elasticity of Demand only).

**Unit 2:** (10 hours)

**Production Analysis:** Concept, Production Function- Total, Average, & Marginal Product –Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination- Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function

**Unit 3:** (8 hours)

**Cost and Revenue Profit Functions:** Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves

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

**Break Even Analysis-** Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics (Problems on BEP only)

**Unit 4:** (8 hours)

**Market Structure:** Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration.

**Unit 5:** (8 hours)

**Indian Economic Environment:** Overview of Indian Economy, Recent changes in Indian Economy.



**Measurement of National Income:** Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate.

**Business Cycle** – Features, Phases, Economic Indicators, Inflation: Types, causes, Measurement, Kinds of Price Indices, Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.

**Unit 6:** (10 hours)

**Industrial Policies and Structure:** A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects

**Economic Policies: Fiscal Policy:** Objectives, Instruments, Union Budget,

**Monetary Policy:** Objectives, tools for Credit Control.

**Globalization:** Meaning and Implications, Phases, Impact of Globalization on Indian Economy.

**Foreign Trade:** Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

**Note 1:** Related case studies to be discussed.

**Note 2:** 75 percent theory and 25 percent problems from Unit 1 & 3

### **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.
- 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.
- An in-depth study of economic indicators on the growth rate

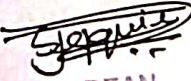
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI
- A study on the effect of monetary policy on banking and NBFCs
- A futuristic study of leading Indian industries and observations of CAG on major issues.

#### **RECOMMENDED BOOKS:**

- Managerial Economics, D.N Dwivedi, 6<sup>th</sup> ed., Vikas Publication.
- Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
- Managerial Economics, H. L Ahuja, S. Chand, 2011
- Indian Economy, K P M Sundharam and Dutt, 64<sup>th</sup> Edition, S Chand Publication.
- Indian Economy, Misra and Puri, Himalaya Publications
- Business Economics, ML Jhingan and Upadhyaya, Vrinda Publications
- Business Environment Text and Cases by Justin Paul, 3<sup>rd</sup> Edition, McGraw-Hill Companies.

#### **REFERENCE BOOKS:**

- Managerial Economics- Principles and worldwide applications, Dominick Salvatore, 6e, Oxford Publication, 2010
- Managerial Economics, Jaswinder Singh, Dreamtech publications, 2013
- Managerial Economics, Yogesh Maheswari, PHI, 2013
- Modern Economic Theory, KK Dewett and MH Navalur, S Chand Publication, 2013
- Managerial Economics: Case study solutions- Kaushal H, 1/e., Macmillan, 2011

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

**Unit 6:**

**(6 Hours)**

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

**Case Studies in Indian context only**

**(6 hours)**

**Practical component:**

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

**RECOMMENDED BOOKS:**

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

**REFERENCE BOOKS:**

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

**MARKETING RESEARCH**

Subject Code : 16MBA MM304  
Number of Lecture Hours/Week: 03  
Number of Lecture Hours : 56  
Practical Component : 02 Hours/ Week

IA Marks : 20

Exam Marks: 80

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Exam Hours: 03

**Objectives:**

- To provide an understanding of the basics of marketing research process.
- To orient on the theoretical and practical aspects of marketing research.
- Encourage the students to take up analytical thinking through research.
- To highlight importance marketing research for enhancing marketing strategies.

**Outcomes:**

**The student should be able to:**

- Comprehend the objectives of Market research & its application in solving marketing problems

- Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.
- Generalize and interpret the data with the help of various measurement techniques.
- To understand the emergence of new trends in research.

#### **Unit 1:**

**(8 Hours)**

**Introduction:** Meaning, scope and importance of marketing research; own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research; marketing research process-an overview; problem definition, formulation and preparation of research proposal.

#### **Unit 2:**

**(10 Hours)**

##### **Research Design and Data Collection**

**Research Design:** Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive

**Secondary Data:** Sources and uses of secondary data, collection of secondary data.

**Primary Data Collection:** Primary data collection methods; mail survey, telephone survey and interviews and their evaluation; observations; experimental methods, questionnaire administering, organizing fieldwork for collecting data.

#### **Unit 3:**

**(9 Hours)**

**Sample Design and Sampling:** Determining universe, sampling frame and sampling unit; determining sampling method; sample size determination; sampling errors vs. non-sampling errors.

**Sampling: Steps & Types:** Probability / non probability (simple, systematic; stratified proportionate, disproportionate), Sample size determination

#### **Unit 4:**

**(9 Hours)**

**Questionnaire design:** Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents

#### **Unit 5:**

**(10 Hours)**

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

#### **Unit 6:**

**(10 Hours)**

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

#### **Practical Components:**



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

#### RECOMMENDED BOOKS:

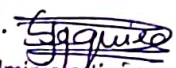
- Marketing Research contemporary approach- Naraynreddy and GVRK Acharyalu, Excel publications
- Marketing Research and consumer Behavior Saravanel et.al, Vikas publishing house
- Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005
- Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning, 2010.
- Research Skills for Students: Transferable and Learning Skills - Allison, et.al. 1996.
- Market Research – Aekar, 11/e, Wiley publications, 2002.

#### REFERENCE BOOKS:

- Market Research: a guide to planning, methodology & evaluation - Paul Hague, KoganPage, 1996.
- Market Research Best Practice. 30 Visions of the Future – Peter Mouncey, et.al. 2007.

#### BUSINESS MARKETING

Subject Code : 16MBA MM305  
 Number of Lecture Hours/Week: 03  
 Number of Lecture Hours : 56  
 Practical Component : 02 Hours/ Week

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 IA Marks: 20  
 Exam Hours: 03  
 Exam Marks: 80

#### Objectives:

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

#### Outcomes:

The student should be able to:

- Describe the nature of business markets and the related concepts.
- Familiarize the business buying behavior of industrial customers.
- Analyze business situations in the context of buyer-seller relationships.
- Apply concepts of pricing strategies for industrial goods

### RECOMMENDED BOOKS:

- Supply chain management, Chopra Sunil and Peter Meindl - 3rd edition, Pearson, 2007.
- A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, 1st Edition, Cengage Learning.
- Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2nd Edition, TMH, 2008.
- Supply Chain Management-A Managerial Approach, Amith Sinha, Herbert, 2nd edition, TMH.

### REFERENCE BOOKS:

- Logistics and supply chain management, G. Raghuram (I.I.M.A.), Macmillan, 2000
- Harnessing value in supply chain, Emiko Bonafield, John Wiley, Singapore, 1999
- Material Management rearview, Dr. Gopal Krishnan, Pearson New Delhi, 2002
- Supply Chain Management, B.S. Sahay, Macmillan, Pearson Education, 2004
- A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan.

  
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### Semester: III Finance Specialisation

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### PRINCIPLES AND PRACTICES OF BANKING

Subject Code : 16MBA FM301  
Number of Lecture Hours/Week: 03  
Number of Lecture Hours : 56  
Practical Component : 02 Hours/ Week

IA Marks: 20  
Exam Hours: 03  
Exam Marks: 80

#### Course Objectives:

- To discuss the Structure and System of Banking in India
- To discuss the features of Negotiable Instrument Act of 1881
- To familiarize the students with Universal Banking
- To discuss the Asset Liability Management in banks

#### Course Outcomes:

At the end of the course students are able to:

- Understand the banking system in India
- Know the nature of banker – customer relationship
- Make use of Negotiable instruments practically
- Have familiarity in using banking technologies like internet banking, Mobile banking, NEFT, ECS etc.
- Understand the concept of international banking and management of asset and liability in banks

#### Unit 1:

( 10 Hours)

**Banking system and structure in India-** Evolution of Indian Banks-Types of banks - Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks.

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



Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.

**Unit 2:**

**(10 Hours)**

**Banker and customer** – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters.

**Customers' accounts with banks** – Opening- operation – KYC norms and operation –Types of accounts and customers – Nomination – Settlement of death claims.

**The Negotiable Instruments Act 1881:** The Paying Banker and The Collecting Banker- Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments- Hundis.

**Unit 3:**

**(10 Hours)**

**Banking Technology-** Concept of Universal Banking-Home banking-ATMs-Internet banking– Mobile banking-Core banking solutions-Debit, Credit and Smart cards– Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS.

**Unit 4:**

**(9 Hours)**

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

**Unit 5:**

**(8 Hours)**

**Banker as lender** – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment

**Unit 6:**

**(9Hours)**

**Asset Liability Management (ALM) in banks:** Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO)- Activities of ALCO

**Practical Components:**

- Students can study Universal Banking & Cross Selling concepts adopted by banks
- Students can study Customer Profiling aspects adopted by banks
- Students can analyze Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM )

**RECOMMENDED BOOKS:**

- Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
- Elements of Banking & Insurance – JyothsnaSethi&Nishwan Bhatia, PHI, 2009.
- Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.

- Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011
- Banking Theory and Practice, K.C. Shekhar and LekshmyShekhar, Vikas Publishing House, 2011.
- Modern Banking: Theory and Practice, Muraleedharan D, PHI, 2013.

#### REFERENCE BOOKS:

- Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
- Banking and Financial System - Prasad K, Nirmala, Chandradas J. Himalaya Publishing House, Mumbai.
- Banking and Financial services- Sharma, Mukund, 1<sup>st</sup> edition, Himalaya Publishing House, Mumbai.

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#### INVESTMENT BANKING AND FINANCIAL SERVICES

Subject Code	: 16MBA FM302	IA Marks: 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

#### Course Objectives:

- To provide an understanding of the functioning of investment banking
- To explain the role of depositories and custodians
- To provide an in depth understanding of the financial services like factoring, venture capital, leasing and hire purchase.
- To familiarize the students with working of Housing finance and non banking finance companies
- To explain the concept and developments in micro finance, credit rating and securitization

#### Course Outcome:

At the end of the course, the students are able to:-

- Understand the functioning of Investment banking
- Be aware of operation connected with depositories and custodians
- Know how financial services like factoring, venture capital, leasing and hire purchase are provided in the financial system.
- Understand the working of Housing finance and non-banking finance companies.
- Identify the developments happening in micro finance, credit rating and securitization system.

#### Unit 1:

(10 Hours)

**Investment Banking-** Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post



## RESEARCH METHODS

Subject Code	: 16MBA23	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

### Objectives:

- To understand the basic components of research design
- To Gain an insight into the applications of research methods
- To equip students with various research analytical tools used in business research

### Course outcome:

At the end of the course students are able to:

- Understand various research approaches, techniques and strategies in the appropriate in business.
- Apply a range of quantitative / qualitative research techniques to business and day to day management problems
- Demonstrate knowledge and understanding of data analysis, interpretation and report writing
- Develop necessary critical thinking skills in order to evaluate different research approaches in Business.

### Unit 1:

(8 hours)

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

### Unit 2:

(10 hours)

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

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

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

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

### Unit 3:

(8 hours)

**Sampling:** Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –

convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

**Unit 4:**

**(12 hours)**

**Data Collection:** Primary and Secondary data

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

**Measurement and Scaling Techniques:** Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling

**Unit5:**

**(10 hours)**

Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests) Statistical analysis- Bivariate and Multivariate Analysis- (only theory). ANOVA-one-way and two-way classification (theory only)

**Unit6:**

**(8 hours)**

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

**Practical Components:**

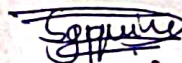
- To identify research problem and collect relevant literatures for data analysis
- To write the research design by using Exploratory and Descriptive Research methods
- To prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards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

**RECOMMENDED BOOKS**

- Business Research Methods: A South-Asian Perspective with course Mate William G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/Mitch Griffin, Cengage learning
- Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
- Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015
- Research Methods for Business, Uma Sekaran& Roger Bougie, 6<sup>th</sup> Edition, Wiley, 2013
- Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill - 2012
- Marketing Research- Naresh K Malhotra- 5<sup>th</sup> Edition, Pearson Education /PHI 2007

**REFERENCE BOOKS**

- Research Methods- William M C Trochi,- 2/e, Biztantra, 2007



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the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?

- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

#### RECOMMENDED BOOKS:

- Retail Management - Levy & Weitz, 8/e, TMH, 2012.
- Retail Management - Chetan Bajaj, Oxford University press.
- Retailing, James R Carver, Patrick m Dunne, Robert F Lusch, 8/e
- Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
- The Art of Retailing - A. J. Lamba, McGraw Hill.

#### REFERENCE BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
- Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
- Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
- Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
- Retail Management, Functional Principles and Practices, Gibson G Vedamani, 4<sup>th</sup> Edition, JAICO Publishing House.
- Retail Management, Global perspective, Dr. Harjith Singh, 3rd Revised Edition, S.Chand.

#### SERVICES MARKETING

Subject Code : 16MBA MM303  
Number of Lecture Hours/Week: 03  
Number of Lecture Hours : 56  
Practical Component : 02 Hours/ Week

IA Marks : 20  
Exam Hours: 03  
Exam Marks: 80

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#### Objectives:

- To acquaint the students with the characteristics of services and their marketing implications.
- To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
- To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

#### Outcomes:

**The student should be able to:**

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

**Unit 1:**

**(10 Hours)**

**Introduction to services:** Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality.

**Consumer behaviour in services:** Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.

**Customer perception of services-**Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

**Unit 2:**

**(8 Hours)**

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

**Unit 3:**

**(10 Hours)**

**Customer defined service standards:** “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand.

**Yield management-balancing capacity utilization, pricing. Waiting line strategies-** four basic Waiting line strategies.

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

**Unit 4:**

**(8 Hours)**

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

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

**Unit 5:**

**(8 Hours)**

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



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

**Unit 6:**

**(6 Hours)**

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

**Case Studies in Indian context only**

**(6 hours)**

**Practical component:**

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

**RECOMMENDED BOOKS:**

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

**REFERENCE BOOKS:**

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

**MARKETING RESEARCH**

Subject Code : 16MBA MM304  
Number of Lecture Hours/Week: 03  
Number of Lecture Hours : 56  
Practical Component : 02 Hours/ Week

IA Marks : 20

Exam Marks: 80

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Exam Hours: 03

**Objectives:**

- To provide an understanding of the basics of marketing research process.
- To orient on the theoretical and practical aspects of marketing research.
- Encourage the students to take up analytical thinking through research.
- To highlight importance marketing research for enhancing marketing strategies.

**Outcomes:**

**The student should be able to:**

- Comprehend the objectives of Market research & its application in solving marketing problems

## STRATEGICMANAGEMENT

Subject Code	: 16MBA25	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

### Objectives:

- To provide insights into the core concepts of strategic management.
- To evaluate various business strategies in dynamic market environments.
- To gain insights into various strategic management models

### Course Outcome:

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

- Formulate a strategic plan that operationalizes the goals and objectives of the firm.
- Use management concepts to analyze complex business situations
- Associate with various Strategic Management models for Business situations
- Ability to evaluate and critique theories and models in corporate environment.

### Unit 1

(8 Hours)

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

### Unit 2

(8 Hours)

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

### Unit 3

(10 Hours)

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

### Unit 4

(10 Hours)

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



### Unit 5

(10 Hours)

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

### Unit 6

(10 Hours)

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

#### Practical Components:

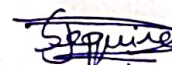
- Analysing the Mission and Vision statements of a few companies
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; Analyse the internal and external factors
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus

#### RECOMMENDED BOOKS:

- Strategic Management: A South-Asian Perspective With CourseMate Michael A.Hitt/R.Duane Ireland/ Robert E.Hoskisson/S.Manikutty Edition:9<sup>th</sup>, Cengage Learning
- CraftingandExecutingStrategy, Arthur A.ThompsonJr.,AJ StricklandIII, JohnE Gamble,18/e,TataMcGrawHill,2012.
- StrategicManagement - Analysis,Implementation,Control, Nag A,1/e,Vikas,2011.
- StrategicManagement -AnIntegratedApproach, CharlesW. L.Hill,GarethR.Jones,CengageLearning.
- BusinessPolicyandStrategicManagement, SubbaRaoP,HPH.
- StrategicManagement, KachruU,ExcelBOOKS,2009.

#### REFERENCE BOOKS:

- StrategicManagement:Conceptsand Cases,DavidR, 14/e,PHI.
- StrategicManagement:BuildingandSustainingCompetitive Advantage,RobertA.Pitts& DavidLei,4/e,CengageLearning.
- CompetitiveAdvantage,MichaelE Porter,FreePressNY
- EssentialsofStrategicManagement,Hunger,J. David,5/e, Pearson.
- StrategicManagement,SarojDatta,jaicoPublishingHouse, 2011.
- ContemporaryStrategicManagement,Grant,7/e,Wiley India, 2012



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

#### RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Recruitment and Selection -Theory and Practice. Dipak kumar Bhattacharya Cengage Learning.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5<sup>th</sup> Edition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009.
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009.
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009.

#### REFERENCE BOOKS:

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002.
- Hiring & keeping the best people, HBS Press, 2013, ISBN: 1422131785, 9781422131787
- Human Resource Planning, Dipak Kumar Bhattacharyya, 2<sup>nd</sup> edition, Excel Books, 2009, ISBN: 8174464980, 9788174464989
- High performance hiring by Robert W. Wendover, Crisp Publication, California, 1991.

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#### COMPENSATION AND BENEFITS

Subject Code : 16MBA HR303  
 No. of Lecture Hours / Week : 03  
 Total Number of Lecture Hours : 56  
 Practical Component : 02 Hours / Week

IA Marks : 20  
 Exam Hours : 03  
 Exam Marks : 80

#### Course Objectives

- To know the theoretical and practical developments in the area of compensation and benefits.
- To discuss the strategic importance of compensation for the achievement of organizational goals.



- To understand the relationship between compensation objectives and business strategy.
- To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

**Course Outcomes:**

The students will be able to

- Gain insights of various conceptual aspects of Compensation and Benefits.
- Determine the performance based compensation system for business excellence.
- Understand the Legal & Administrative Issues in Compensation Global Compensation

**Unit 1: (7 Hours)**

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

**Unit 2: (5 Hours)**

**Internal Alignment:** Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Internal Structure

**Unit 3: (7Hours)**

**Job Evaluation:** Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure- various methods of calculation of compensation: Straight Piece Rate Method, Flat Time Rate Method, Halsey Premium Bonus Plan, Rowan Premium Bonus Plan, Taylor Differential Piece Rate Method

**Unit 4: (8Hours)**

**Determining External Competitiveness and Benefits Management:**

**Competitiveness:** Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades

**Benefits:** Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits

**Unit 5: (9 Hours)**

**Performance Based Compensation System:**

**Employee Contributions:** Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups

**Unit 6: (20 Hours)**

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

**Practical Components**

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

- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in an automobile manufacturing organization.

#### RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2<sup>nd</sup> edition, Excel BOOKS, 2012.
- Compensation, Milkovich & Newman, 6<sup>th</sup> edition, Irwin/McGraw-Hill.
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.

#### REFERENCE BOOKS:

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

  
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#### LEARNING AND DEVELOPMENT

Subject Code	: 16MBA HR304	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

#### Course Objectives:

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

#### Course Outcomes:

The Students will be able to

- Understand the concepts of learning and development and its role.
- Learn various contemporary methods of learning and development.
- Gain insights of various training evaluation methods and career planning.

Unit 1:

(8 Hours)



**SYLLABUS**  
(With effect from 2016-2017)

**ಪಠ್ಯಕ್ರಮ**

ಶೈಕ್ಷಣಿಕ ವರ್ಷ ೨೦೧೬-೨೦೧೭ ರಿಂದ

**MBA**  
**MASTER OF BUSINESS**  
**ADMINISTRATION**



**Visvesvaraya Technological University**

"Jnana Sangama", Belgaum - 590 018, Karnataka.

**ವಿಶ್ವೇಶ್ವರಯ್ಯ ತಾಂತ್ರಿಕ ವಿಶ್ವವಿದ್ಯಾಲಯ**

"ಜ್ಞಾನ ಸಂಗಮ", ಬೆಳಗಾವಿ ೫೯೦ ೦೧೮, ಕರ್ನಾಟಕ

## SEMESTER I

### MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Subject Code	: 16MBA11	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

#### Course Objectives:

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

#### Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.



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

## **Part A - Principles of Management**

### **Unit 1:**

**(8 Hours)**

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

### **Unit 2:**

**(12 Hours)**

#### **Planning and Organizing:**

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

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

### **Unit 3:**

**(5 Hours)**

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

## **RECOMMENDED BOOKS**

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel Books
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010

- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.

#### REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.

### Part B - Organizational Behaviour

#### Unit 4:

(6 hours)

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

#### Unit 5:

(15 Hours)

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

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

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

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

#### Unit 6:

(10 Hours)

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

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

  
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## MANAGERIAL COMMUNICATION

Subject Code	: 16MBA16	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

### Objective:

To enhance students communication skills through verbal, non-verbal, correspondence, presentations, interviews and negotiation.

### Course Outcomes:

At the end of the course students are able to:

- Describe and develop written and oral communication.
- Independently prepare business letters and reports.
- Exhibit, develop and apply negotiation strategies.
- Gain exposure to media management and demonstrate the skill in analyzing business situation.

### Unit 1:

(10 Hours)

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

### Unit 2:

(8 Hours)

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



Modes of Oral Communication - Listening as a Communication Skill,  
Non-verbal communication

**Unit 3: (8 Hours)**

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

**Unit 4: (12 Hours)**

**Business Letters and Reports:** Introduction to business letters – Types of Business Letters - Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation - Writing memos

**Media Management:** The press release – Press conference – Media interviews

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

**Meeting Documentation:** Notice, Agenda, and Resolution & Minutes

**Unit 5: (10 Hours)**

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

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

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

**Unit 6: (8 Hours)**

**Employment communication:** Introduction – Composing Application Messages - Writing CVs – Group discussions – Interview skills



## **Impact of Technological Advancement on Business Communication**

– Technology-enabled Communication-Communication networks–  
Intranet–Internet–E-mails–SMS– teleconferencing – videoconferencing

### **Practical Components:**

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

### **RECOMMENDED BOOKS:**

- Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
- Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- Business Communication – Renuka Murthy T P and YathishChandra M S, HPH.
- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
- BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e, 2012
- Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

### **REFERENCE BOOKS:**

- Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.

  
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- Business Communication - Sehgal M. K & Khetrapal V, Excel Books.
- Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
- Basic Business Communication – Raj Kumar, Excel Books, 2010.

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## MARKETING MANAGEMENT

Subject Code	: 16MBA15	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

### Objectives:

- To provide an insight to basic concepts of marketing management.
- To understand various marketing models for solving marketing problems.
- To understand fundamental premise underlying market driven strategies.

### Course Outcome:

At the end of the course students are able to:

- Acquire knowledge regarding basic concepts and functions of Marketing Management.
- Apply various marketing concepts to solve day-to-day corporate problems.
- Learn various strategies which enable decision making process.
- Study ever-changing environment and use of appropriate models and techniques of Marketing.
- Synthesize ideas into a viable marketing plan.

### Unit 1:

(10 hours)

**Introduction to Marketing:** Introduction, Definitions of market and marketing, The Exchange Process, Elements of Marketing Concept, Functions of Marketing, Old Concept or Product- oriented Concept, New or Modern or Customer- oriented Concept, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer

## **Unit 2:**

**Consumer Behaviour Analysis:** Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives, Buyer Behaviour Models (8 hours)

## **Unit 3:**

**Market Segmentation, Targeting & Positioning:** Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. (10 hours)

## **Unit 4:**

**Managing the Product:** Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labelling in packing. (8 hours)

## **Unit-5**

**Pricing decisions:** Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. (10 hours)  
**Marketing Channels:** Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing,

## **Unit 6:**

**Marketing Planning:** Meaning, Concepts, Steps involved in Marketing planning, Marketing Audit- Meaning, Feature, Various components of Marketing Audit Marketing Strategy-Analysis of Industry and Competition, Strategic Planning Process. (10 hours)



## Case Studies in Indian Context

### Practical Components:

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

### RECOMMENDED BOOKS

- Marketing Management: A South Asian Perspective—Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
- Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012
- Marketing Management: An Applied Approach, Noel Capon & Siddharth Shekhar Singh, Wiley, 2014

### REFERENCE BOOKS

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012
- Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
- Marketing Management – Karunakaran, HPH.
- Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.
- Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.
- Marketing: Planning, Implementation, and Control -William M. Pride, Ferrell O. C, Cengage Learning, 2010.
- Marketing Management, Tapan Panda, 2/e, Excel Publication

  
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- Payment of Gratuity Act 1972,
- Employees' Provident Fund and Miscellaneous Provisions Act 1952;
- Payment of Bonus Act, 1965.
- Employees Compensation Act in 2013

## NO PRACTICAL COMPONENT

### RECOMMENDED BOOKS:

- Labor Laws for Managers, BD Singh, Excel Books, 2009
- Industrial Relations and Labor laws, SC Srivastava, 5th Edition, Vikas Publications.
- Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004.
- Industrial Relations and Labour Legislations, Piyali Ghosh & Shefali Nandan, TMH.
- Labor Industrial Laws, Dr. V. G. Goswami, Eighth Edition, Central Law Agency, Allahabad

### REFERENCE BOOKS:

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

### RECRUITMENT & SELECTION

Subject Code	: 16MBA HR302
Number of Lecture Hours/Week	: 03
Number of Lecture Hours	: 56
Practical Component	: 02 Hours/ Week

IA Marks	: 20
Exam Hours:	03
Exam Marks:	80

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### Course Objectives:

- To understand and apply the policies and procedures of recruitment
- To provide a conceptual framework of Selection Procedure in the Industry.
- To understand the new concepts and techniques of recruitment and Selection in the Corporate.

### Course Outcomes:

The students should be able to

- Learn the various recruitment policies and procedures.
- Equip with conceptual framework of selection procedures.
- Gain insights of the latest concepts and techniques used in recruitment and selection.

### Unit 1:

(6 Hours)

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



workshops, critical incident technique, Fleischmann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

**Unit 2: (9 Hours)**

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

**Unit 3: (7 Hours)**

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

**Unit 4: (10 Hours)**

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

**Job advertisement:** drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source

**Unit 5: (8 Hours)**

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

**Unit 6: (16 Hours)**

**Testing, Reference checking & Appointment orders:** Meaning, definition, purpose, advantages and disadvantages. Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test Interviewing: Planning the interview, Interview process - Interview in public sector undertaking. Statutory requirements.

**Reference checking:** meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies.

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

**Practical Components:**

- Students need to identify two jobs in the college and need to do job analysis for those positions using any of the job analysis methods.

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

#### RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Recruitment and Selection -Theory and Practice. Dipak kumar Bhattacharya Cengage Learning.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5<sup>th</sup> Edition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009.
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009.
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009.

#### REFERENCE BOOKS:

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002.
- Hiring & keeping the best people, HBS Press, 2013, ISBN: 1422131785, 9781422131787
- Human Resource Planning, Dipak Kumar Bhattacharyya, 2<sup>nd</sup> edition, Excel Books, 2009, ISBN: 8174464980, 9788174464989
- High performance hiring by Robert W. Wendover, Crisp Publication, California, 1991.

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#### COMPENSATION AND BENEFITS

Subject Code	: 16MBA HR303	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

#### Course Objectives

- To know the theoretical and practical developments in the area of compensation and benefits.
- To discuss the strategic importance of compensation for the achievement of organizational goals.



Emerging Issues: Online Governance and ICANN – Jurisdiction – Fraud – Consumer Loyalty of Website-Services – The Quadratic Effect of Flow – Role of Technology Readiness in Developing Trust and Loyalty for E-Services in Developing Countries

**Practical Component:**

- Students can form a team and identify Internet Properties & its Marketing Implication
- Students can choose a Website for analysis based on its content, design, usability, attractiveness and other website properties
- Students can conduct a survey on Consumer who use internet marketing to identify the pros and cons of e-marketing.
- Students can do a project on branding strategies using internet marketing.
- Students can write a report on Google advertising strategies
- Students can discuss about traditional offline business in the online world.

**RECOMMENDED BOOKS:**

- E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013
- Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013
- Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.
- E Marketing – The essential guide to online marketing, Rob Stokes, Flat worldknowledge, 2010.
- E-marketing in Developed and Developing Countries: Emerging Practices, Hatem El-Gohary and Riyadh Eid, IGI Global, 2013

**REFERENCE BOOKS:**

- The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323
- The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly, David Meerman Scott, 2<sup>nd</sup> Edition, Jan 2010
- E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013
- Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.
- Online Display Advertising: Targeting and Obtrusiveness, Marketing Science, Goldfarband Tucker, May-June 2011.

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**STRATEGIC BRAND MANAGEMENT**

Subject Code : 16MBA MM404  
Number of Lecture Hours/Week : 03  
Number of Lecture Hours : 56  
Practical Component : 02 Hours/ Week

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IA Marks : 20  
Exam Hours: 03  
Exam Marks: 80  
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**Objectives:**

- To appreciate the relationship between corporate strategy and Brand Management.

- To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
- To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

#### **Outcomes:**

**The student should be able to:**

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

#### **Unit 1:**

**(8 Hours)**

##### **Introduction to the concept of Brand Management:**

**Brand** –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand,

**Branding-** Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders

**Brand Management-**Meaning & Definition.

**Strategic Brand Management Process-**Meaning, Steps in Brand Management Process Strong Indian Brands

#### **Unit 2:**

**(8 Hours)**

##### **Customer Based Brand Equity:**

Customer Based Brand Equity-Meaning, Model of CBBE

**Brand Equity:** Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model.

**Brand Identity & Positioning:** Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,

**Brand positioning** – Meaning, Point of parity & Point of difference, positioning guidelines

**Brand Value:** Definition, Core Brand values, Brand mantras, Internal branding,

#### **Unit 3:**

**(10 Hours)**

##### **Choosing Brand Elements to Build Brand Equity:**

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging.

##### **Leveraging Brand Knowledge:**

Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.

#### **Unit 4:**

**(10 Hours)**

**Brand Value chain-** Designing Brand Tracking studies, Establishing brand Equity Management Systems.



**Methods for measuring Brand Equity-** Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons-Conjoint Analysis, Holistic methods.

**Managing Brand Equity:** Brand Reinforcement, Brand Revitalization, Brand Crisis.

**Unit 5: (8 Hours)**

**Designing and sustaining branding strategies:** Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation.

**Brand Imitations:** Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

**Unit 6: (8 Hours)**

**Making Brands go Global:** Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization.

**Luxury Brand Management:**

Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.

**Case studies (4 Hours)**

**Practical Components:**

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

**RECOMMENDED BOOKS:**

- Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller.
- Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
- Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India.
- Brand Imitations – Dr S Kaplan, Dr S Pandey, 1/e, HPH, 2004.
- Brand Management, Tapan Panda, 2/e, Excel Publication.

### REFERENCE BOOKS:

- Brand Management- Harish V Verma, 2/e, Excel BOOKS.
- Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003.
- Managing Indian Brands – S Ramesh Kumar – Vikas.
- Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press.
- Creating powerful brands – Chernatony, 1/e, Elsevier Publication.

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### RURAL MARKETING

Subject Code : 16MBA MM405  
Number of Lecture Hours/Week : 03  
Number of Lecture Hours : 56  
Practical Component : 02 Hours/ Week

IA Marks : 20  
Exam Hours: 03  
Exam Marks: 80

### Objectives:

- To provide a conceptual understanding on the RuralMarketing with special reference to Indian context.
- To create awareness about the applicability of the concepts, techniques and processes ofmarketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

### Outcomes:

The student should be able to:

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

### Unit 1:

(8 Hours)

**Introduction to Indian Rural Marketing:** Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

### Unit 2:

(8 Hours)

**Rural Consumer behaviour:** Consumer buying behaviour models, Factors affecting ConsumerBehaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion LeadershipProcess, Diffusion of Innovation, Brand Loyalty.



## ADVANCED FINANCIAL MANAGEMENT

Subject Code	: 14MBA FM304	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

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### Objectives :

- - To understand the management of working capital and short term financing.
- To understand the techniques of cash, inventory and receivables management
- To comprehend the capital structure and dividend policy of the firm
- To enable the student to appreciate the role of financial management in an organisation.
- - To develop planning skill and monitoring skill in financial management functions effectively, so that the students be able to apply the appropriate management strategy to face the company challenges.

### Module I

(8 Hours)

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

### Module II

(6 Hours)

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

### Module III

(7 Hours)

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

### Module IV

(7 Hours)

**Inventory Management:** Determinations of inventory control levels :

ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.

#### Module V

(10 Hours)

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

#### Module VI

(8 Hours)

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

#### Module VII

(10 Hours)

#### Special issues in financial management

Corporate financial modelling Agency problem and consideration. Effect of inflation on Asset value, firm value, returns Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR).

#### Practical Components:

- Study the working capital financing provided by a Bank and submit the report on the same
- Study the annual report of any two companies and prepare a cash budget for next year.

#### RECOMMENDED BOOKS:

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

#### REFERENCE BOOKS:

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

- Financial Management & Policy - Vanhorne, 12/e, Pearson
- Principle of Corporate Finance- Brearly and Myers, 10/e, TMH, 2012.
- Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.
- Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.
- Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.

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(Question Paper: Case study-Problem on financial evaluation of leasing and hire purchase.)

**Practical Components:**

- Students can study the procedure for the sanction of housing loans by a bank
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can visit a NBFC and study their operations
- Students may visit a SHG/NGO and study the micro finance aspects
- Visit a bank/financial institution providing factoring service and submit a report.

**RECOMMENDED BOOKS:**

- Indian Financial System—Khan M. Y, 7/e, TMH, 2011
- Indian Financial System – Machiraju, 4/e, Vikas, 2010
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Financial services - Khan M.Y, 6/e, McGraw Hill, 2011.
- Banking and Financial services- Sharma, Mukund, 1/e edition, Himalaya Publishing House, Mumbai.

**REFERENCE BOOKS:**

- Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.
- Indian Financial System – Bharati V. Pathak, 3/e, Pearson Education, 2011.
- Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.
- Merchant Banking & Financial services - Vij&Dhavan, 1/e, McGraw Hill, 2011.

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**INVESTMENT MANAGEMENT**

Subject Code	: 16MBA FM303	IA Marks: 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

**Objectives:**

- To develop a thorough understanding of the process of investments.
- To familiarize the students with the stock markets in India and abroad.
- To provide conceptual insights into the valuation of securities.
- To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
- To familiarize the students with the fundamental and technical analysis of the diverse investment avenues
- To learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

**Course Outcome:**

At the end of the course, the students are able to:-

- Understand the process of investments.
- Get an insight into functioning of stock markets in India and abroad.
- Have insight into the relationship of the risk and return.
- Have familiarity of the fundamental and technical analysis
- Learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

**Unit 1: (Theory)**

**(6 Hours)**

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds-NAV.

**Unit 2: (Theory)**

**(6 Hours)**

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

**Unit 3: (Theory & Problems)**

**(10 Hours)**

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns of individual security, Portfolio Risk and Return

**Unit 4: (Theory & Problems)**

**(10 Hours)**

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

**Unit:5 (Theory& Problems)**

**(12 Hours)**

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

Company Analysis- Financial Statement Analysis, Ratio Analysis.

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

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

**Unit 6: (Theory & Problems)**

**(12 Hours)**



Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT AND CAPM.

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio Evaluation: Holding period's returns, Measures of portfolio performance. Sharpe's, Treynor's and Jensen's.

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

**Practical Components:**

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

**RECOMMENDED BOOKS:**

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

**REFERENCE BOOKS:**

- Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
- Security Analysis & Portfolio Management – Nagarajan K & Jayabal G , 1<sup>st</sup> Edition, New Age international, 2011.
- Security Analysis & Portfolio Management– Dhanesh Khatri, 1<sup>st</sup> Edition, Macmillan, 2010.
- Security Analysis & Portfolio Management– Talwar, 1<sup>st</sup> Edition, Cengage, 2016.

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**ADVANCED FINANCIAL MANAGEMENT**

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Subject Code	: 16MBA FM304	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

## INVESTMENT BANKING & FINANCIAL SERVICES

Subject Code	: 14MBA FM302	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

### Objectives:

- To provide an understanding of the functioning of investment banking
- To explain the role of depositories and custodians
- To provide an in depth understanding of the financial services like factoring, venture capital, leasing and hire purchase.
- To explain the concept and developments in micro finance, credit rating and securitization

### Module I

(8 Hours)

**Investment Banking-** Introduction-Functions of Investment Banks- Types of Investment Banks-Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations-Changing landscape of Investment Banking  
**Regulation of the Capital Market-** SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers- SEBI issue and Listing of Debt securities Regulation 2008

### Module II

(8 Hours)

**Depository System:** Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.  
**Regulations relating to Depositories-**SEBI (Depositories and Participants) Regulations 1996-Registration of depository and participant- Rights and Obligations of depositories and participants- Recent amendments  
**Custodial services-** The Stock Holding Corporation of India Limited

### Module III

(7 Hours)

**Housing Finance:** Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates, Income Tax Implication. Reverse mortgage loan  
**Non-Banking Finance Companies:** Types, Growth, Functions, RBI Guidelines, Prudential Norms.

### Module IV

(7 Hours)

**Factoring:** Origin, Types, Factoring mechanism, advantages, factoring changes, International factoring, Factoring in India  
**Forfeiting:** Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India

### Module V

(8 Hours)

**Underwriting:** Concept - Devolvement - Business model - Underwriting in fixed price offers and book built offers.  
**Venture Capital:** Concept, features, Origin and the current Indian Scenario. Private equity-Investment banking perspectives in private equity  
**Microfinance:** The paradigm - NGOs and SHGs - Microfinance delivery mechanisms - Future of micro finance

### Module VI

(12 Hours)

**Leasing:** Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.  
**Hire Purchasing:** Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.

### Module VII

(6 Hours)

**Credit rating:** Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies, Rating agencies for SMEs  
**Securitization of debt:** Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization. (QUESTION PAPER: Full Theory Case study-Problem on leasing, hire purchase, outright purchase.)

### Practical Components:

- Students can study the procedure for the sanction of housing loans by a bank
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can study the Calculation of EMI.
- Students can visit a NBFC and study their operations



- Students may visit a SHG/NGO and study the micro finance aspects
- Visit a bank/financial institution providing factoring service and submit a report.

#### **RECOMMENDED BOOKS:**

- Indian Financial System – Bharati V. Pathak, 3/e, Pearson Education, 2011.
- Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.
- Financial services - Khan M.Y, 6/e, McGraw Hill, 2011.
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Merchant Banking & Financial services - Vij & Dhavan, 1/e, McGraw Hill, 2011.

#### **REFERENCE BOOKS:**

- Indian Financial System – Machiraju, 4/e, Vikas, 2010
- Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
- Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.
- Banking and Financial Services, Dr. Mukund Sharma, HPH, 1st edition, 2014

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**MARKETING SPECIALISATION**  
**III SEMESTER**  
**CONSUMER BEHAVIOR**

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

**Course Objectives:**

1. To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour.
2. To comprehend the social and cultural dimensions of consumer behaviour.
3. To provide an insight of the psychological and behavioural concepts of consumers.

**Unit 1:**

**Introduction to the study of Consumer Behaviour:** Meaning & Definition of Consumer Behaviour, Difference between Consumer & Customer, Nature & characteristics of Indian Consumers, Consumerism: meaning, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

**Unit 2:**

**Models of Consumer Behaviour:** Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences.

**Consumer Decision Making:** Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages.

**Situational Influences-** Nature of Situational Influence, Situational Characteristics and consumption behaviour.

**Part 1**

**Unit 3:**

**Individual Influences on Consumer Behaviour and CRM**

**A) Motivation:** Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives.

**B) Personality:** Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.



C) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.

## Part 2

### Unit 4:

#### Individual Influences on Consumer Behaviour

- A) Learning:** Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning.
- B) Attitude:** Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models, Elaboration Likelihood Model).
- C) Persuasive Communication:** Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

### Unit 5:

#### External Influences on Consumer Behaviour

- A) Social Class:** Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India.
- B) Culture:** Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.
- C) Groups:** Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.

### Unit 6:

#### Consumer Influence and Diffusion of Innovations

- A) Opinion Leadership:** Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.
- B) Diffusion of Innovations:** Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes.
- C) Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM.**

## PRACTICAL COMPONENT:

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

## COURSE OUTCOMES:

- The student should be able to:
- Explain the background and concepts vital for understanding Consumer Behaviour.
- Identify the role of variables that determines Consumer Behaviour in Social & cultural domain.
- Identifying the psychological and behavioural practices adopted by organizations to enhance the Consumer Behaviour.

## RECOMMENDED BOOKS:

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

## REFERENCE BOOKS:

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

## CO-PO MAPPING

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