

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR			
Course Code	20MBA11	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and models of Management and Organisational Behavior. 2. The student will be able to apply and solve the workplace problems. 3. The student will be able to classify in differentiating between the best methods to solve the problem. 4. The student will be able to compare the appropriate framework for solving the problems at the workplace 5. The student will be able to design model in dealing with the problems in the organisation.			
Module-1 Introduction to Management			9 hours
Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.			
Module -2 Functions of Management			10 hours
Planning - Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation -Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing -Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling -Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making - Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.			
Module -3 Organisational Behaviour			10 hours
Organisational Behaviour : Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude - Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Perception -Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality -Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation -Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.			
Module -4 Managing Human at Work			7 hours
Group Dynamics - Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.			
Module-5 Organizational Power, Politics and Culture			7 hours
Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture - Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.			
Module - 6 Change and Stress Management			7 hours
Change - Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management -Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.			
Course Outcomes: 1. Gain practical experience in the field of Management and Organization Behaviour 2. Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour. 3. Apply managerial and behaviour knowledge in real world situations. 4. Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality. 5. Understand and demonstrate their exposure on recent trends in management.			

Practical Component:

- Visit an Organisation and meet HR / Manager and note the Roles played in a Day.
- Conduct an event and try understanding the dynamics that goes on group.
- Develop few questions, interact with people in the organisation and try observing personality and reaction.
- Meet any Leader / HOD / Dean and observe the Management of depts. under the leader.

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

CO-PO Mapping

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	8e, 2014
2	Principles and Practices of Management and Organisational Behaviour	Chandrani Singh and Aditi Khatri	Sage Publication	2016
3	Organizational behaviour	Stephen P Robbins, Timothy	Pearson	14e, 2012

Reference Books

1	Organizational Behaviour	Fred Luthans,	McGraw Hill International	12/e, 2011
2	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013
3	Masters of Management Thought	Mahanand Charati & M M Munshi	Swapna Book House	2015

Signature

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ACCOUNTING FOR MANAGERS			
Course Code	20MBA13	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course Objectives

1. To explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
2. To explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
3. To prepare basic entries for business transactions and present the data in an accurate and meaningful manner.
4. Prepare basic financial statements and explain the articulation between the basic statements.
5. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Module-1 Introduction to Accounting

7 hours

Financial Accounting: Need and Types of Accounting, Single Entry System, Double Entry System, Concepts and Conventions of Accounting, Relation of Accounting with other disciplines, Journal, Ledgers, Trial balance.

Module -2 Financial Statements

10 hours

Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts.

Module -3 Analysis of Financial Statements

10 hours

Limitations of Financial Statements; Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using excel.

Module -4 Management Accounting

9 hours

Scope, Purpose of Management Accounting
Cost Volume Profit Analysis: Meaning-Methods of determination-Applications. Managerial Decision-Making- Make /Buy etc: Short-run Decision Analysis-Decision situations: Sales-volume related, Sell or further process, Make or Buy, Operate or shut-down.

Module -5 Functional and Flexible Budgeting

7 hours

Functional budgets, Flexible Budgets: Meaning-Measure of Volume-Cost Behaviour with change in volume- Fixed, variable & mixed costs. Variance Analysis: Cost Variances – Revenue Variances- Variance Reporting- Disposition of variances.

Module-6 Emerging Issues in Accounting and Computerised Accounting

7 hours

Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards.
Computerised Accounting Systems- Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.

Course outcomes:

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

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Capable of preparing financial statement of companies.
3. Independently undertake financial statement analysis and take decisions.
4. Comprehend emerging trends in accounting and computerization of Accounting systems.

Practical Components:

- To collect Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- To analyze the companies' cash flow statements and presenting the same in the class.
- To get exposed to use of accounting software's (preferably Tally. ERP 9).
- To identify the sustainability report of a company and study the contents.

CO-PO MAPPING

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

Question paper pattern:

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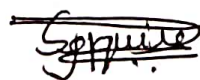
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management-Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6e, 2018
3	Computerized Accounting	Neeraj Goyal, Rohit Sachdeva	Kalyani Publishers	1e, 2018

Reference Books

1	Accounting for Managers	J.Made Gowda	Himalaya Publishing House	1e, 2007
2	Financial Accounting for Management	N. Ramachandran, Ram Kumar Kakani	McGraw Education (India) Private Limited	4e., 2016
3	Management Accounting : Text, Problems and Cases	M Y Khan, P K Jain	Tata McGraw-Hill Education	7e, 2007
4	Accounting and Finance for Non-finance Managers	Jai Kumar Batra	Sage Publications	1e, 2018



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MARKETING MANAGEMENT			
Course Code	20MBA15	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning. 3. Identify a Conceptual framework, covering basic elements of the marketing mix. 4. To understand fundamental premise underlying market driven strategies. 5. Giving them hands on practical approach to subject study. 			
Module-1 Introduction to Marketing			9 hours
<p>Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing , Sensory Marketing- concepts only. Assignment: Contemporary Indian Marketing Environment</p>			
Module -2 Analysing Consumer Behaviour			9 hours
<p>Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour.</p>			
Module -3 Product, Brand Equity, Services Marketing			9 hours
<p>Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.</p>			
Module -4 Pricing , Marketing Channels			7 hours
<p>Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..</p>			
Module -5 Direct Marketing & Digital Marketing:			9 hours
<p>Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing</p>			

Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.

Module - 6 Sales Promotion, Marketing Planning and Rural Marketing **7 hours**

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. **Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process. **Concept of Rural Marketing:** Flumist (HBR) and Saffola Journey- Case Studies

Classroom Exercise: Brand Communication (create and enact a commercial)

Course outcomes:

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

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion, significance of marketing research.
6. Synthesize ideas into a viable marketing plan for various modes of marketing

Practical Components:

- Understanding Contemporary Indian Marketing Environment.
- Understanding and demonstrating their exposure on consumer behaviour
- Effectively using their skill in creating and enacting a commercial on brand communication.

CO-PO MAPPING

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

Question paper pattern:

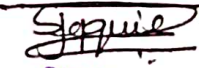
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- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 th Edition

2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Edition
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	Sage Publications	2020
Reference Books				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition
2	Marketing	Lamb, Hair, Mc Dannel	Cengage Learning	Latest edition
3	Fundamentals of Marketing Management,	Etzel M J BJ Walker & William J Stanton	Tata Macgraw Hill	Latest edition


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FINANCIAL MANAGEMENT			
Course Code	20MBA22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand concept of time value of money and its implication. 3. To evaluate the investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze capital structure and dividend decision. 			
Module-1 Introduction			9 hours
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).			
Module-2 Time value of money			9 hours
Meaning of Time value of money - Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.			
Module-3			9 hours
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.			
Module-4 Investment Decisions			9 hours
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 Problem]. Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.			
Module-5 Working Capital Management			7 hours
Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.			
Module-6 Capital structure and dividend decisions			7 hours
Capital structure and dividend decisions - Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy - Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.			
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Understand the basic financial concepts 2. Apply time value of money 3. Evaluate the investment decisions 4. Estimate working capital requirements 5. Analyze the capital structure and dividend decisions 			

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.
- Students can study any five companies capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	Khan M. Y. & Jain P. K.	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e,
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah and Harish Babu	HPH	1/e, 2015
4	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016

Reference Books

1	Financial Management	I M Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I.M. Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R.	Sage Publications	3/e, 2019


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II SEMESTER			
HUMAN RESOURCE MANAGEMENT			
Course Code	20MBA21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and various functions of Human Resources Management 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace 3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention 4. The student will be able to classify and categorise in differentiating between the best method to solve the problem 5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace 6. The student will be able to design and develop an original framework and model in dealing with the problems			
Module-1 Introduction			7 hours
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.			
Module -2 Human Resource Planning			9 hours
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.			
Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training			
Module -3 Performance Management and Appraisal			9 hours
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.			
Compensation and Benefits Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.			
Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.			
Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
Module -4 Human Resource Management in Small and Medium Enterprises			9 hours
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.			
Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management			

Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on "Training Program at ABC Cement".

Module -5 Human Resource Management Innovations **9 hours**

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.

Module - 6 HR Leadership and Organisation Transformation **7 hours**

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeful workplace, HR and Technology.

Course Outcomes:

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

1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

Practical Component:

- An visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them.

CO-PO MAPPING

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

Question paper pattern:

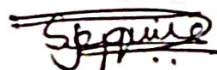
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- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.,	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019

3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P Renuka Murthy	HPH.	2015
Reference Books				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014



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STRATEGIC MANAGEMENT			
Course Code	20MBA25	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course objectives:

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

Module-1 Introduction

7 hours

Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. **Case Study related to the Module.**

Module -2 External Analysis

9 hours

Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. **Case Study on external analysis. Students Assignment: Industry External Analysis.**

Module -3 Internal Analysis

9 hours

Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. **Case Study on internal analysis. Students Assignment: Industry Internal Analysis.**

Module -4 Strategy Formulation

9 hours

Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. **Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.**

Module -5 Strategy Implementation

9 hours

Strategy Implementation –Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. **Case Study on Strategy Implementation.**

Module - 6 Strategic Control

7 hours

Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). **Case Study on Strategic Control.**

Course outcomes:

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

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

Practical Component:

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)(Industry Note to be submitted)
- Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the

company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.

- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of companies around your campus.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

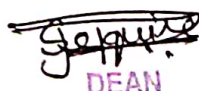
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e 2017
2	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikuttu	Cengage Learning	9/e 2016

Reference Books

1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e ,2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015


DEAN

Course Code		ENTREPRENEURSHIP AND LEGAL ASPECTS	
Teaching Hours/Week (L:T:P)		20MBA26	
Credits		3:0:2	CIE Marks
		04	40
Course Objectives:		SEE Marks	60
1. To develop and strengthen entrepreneurial quality and motivation in students.		Exam Hours	03
2. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.			
3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.			
4. To make students understand the ways of starting a company of their own.			
Module -1 Introduction to Entrepreneur & Entrepreneurship			7 hours
Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process.			
Creativity and Innovation: The role of creativity - The innovation Process - Sources of New Ideas - Methods of Generating Ideas - Creative Problem Solving - Entrepreneurial Process.			
Module -2 Developing Business Model			9 hours
Importance of Business Model - Starting a small scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas.			
Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.			
Lab Component and assignment: Designing a Business Model Canvas			
Module -3 Marketing function and forms of organisation			9 hours
Industry Analysis - Competitor Analysis - Marketing Research for the New Venture - Defining the Purpose or Objectives - Gathering Data from Secondary Sources - Gathering Information from Primary Sources - Analyzing and Interpreting the Results - The Marketing Process			
Forms of business organization: Sole Proprietorship - Partnership - Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module -4 Entrepreneurial finance			7 hours
Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan			
Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.			
Module -5 Rules And Legislation			9 hours
Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.			
Module-6 Company Incorporation			9 hours
Process of Company Incorporation; process of registration; Importance of Marketing; Funding, Four stages of Start Up.			
Intellectual property protection and Ethics: Patents - Copyright - Trademark- Geographical indications - Ethical and social responsibility and challenges.			
Course outcomes:			
At the end of the course the student will be able to:			
1. Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules' in order to setup a business and to think creatively.			
2. To know about the various business models and B-Plans across Business sectors.			
3. Able to understand the importance of marketing and different forms of businesses.			
4. Become aware about various sources of funding and institutions supporting entrepreneurs.			
5. Awareness about legal aspects and ways to protect the ideas.			
6. To understand the ways of starting a company and to know how to protect their ideas.			

Practical Component:

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Design a Business Model Canvas
- Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
-Examine how he/she started a business, funding opted, protection of ideas etc.
- Study a local for-profit business and try to list out the positive social impacts of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Vasant Desai	The Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House	2010
2	Donald F. Kuratko and Richard M. Hodgetts	Entrepreneurship	South-Western	2012

Reference Books

1	Gupta S.L., Arun Mittal	Entrepreneurship Development	International Book House	2012
2	Sudha G. S	Management and Entrepreneurship Development	Indus Valley Publication	2009

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III SEMESTER CORE COURSES

EMERGING EXPONENTIAL TECHNOLOGIES

Course Code	20MBA301	CIE Marks	40
Teaching Hours/Week	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Objective of the Course:

1. To understand the emerging technologies applicable in field of Management.
2. To study data science as a tool for decision making in Management
3. To understand the concept of AI, IOT and AR.
4. To study other emerging technologies in Management.

Module -1 Introduction to Emerging Technologies 9 hours

Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies.

Module -2 Data Science 7 hours

Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data.

Module -3 Artificial Intelligence(AI) 9 hours

Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking).

Module -4 Internet of Things (IoT) 9 hours

Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms; Sample application with hands on activity.

Module-5 Augmented Reality (AR) and Virtual Reality (VR) 9 hours

Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment) workshop oriented hands demo.

Module-6 Ethics, Professionalism and Other Emerging Technologies 7 hours

Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges.

Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cyber security, Additive manufacturing (3D Printing)

Course Outcomes:

By the end of this course the student will able to:

1. Identify different emerging technologies
2. Select appropriate technology and tools for a given task
3. Identify necessary inputs for application of emerging technologies
4. Understand the latest developments in the area of technology to support business

Practical Component:

- Big data analysis using an analytical tool
- Study the Application of AI in any one field and prepare a Report
- Study the Ethical practices of a Company
- 3D model Printing by Group or team
- Exposing the students to usage of IoT

CO-PO mapping

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things	Follett, J.	O'Reilly Media	2014
2	Emerging Technologies for Emerging Markets	Vong, J., & Song, I.	Springer Singapore	2014
3	Disruption: Emerging Technologies and the Future of Work	Del Rosal, V.	Emtechub.	2015
4	Emerging Internet-Based Technologies	Sadiku, M. N. O	CRC Press	2019

Reference Books

1	Digital Economy. Emerging Technologies and Business Innovation,	Mohamed Anis Bach Tobji, Rim Jallouli, Yamen Koubaa, Anton Nijholt		2018
2	Virtual & Augmented Reality for Dummies	Paul Mealy,		2018
3	Augmented Reality and Virtual Reality: Empowering Human, Place and Business,	Timothy Jung, M. Claudia tom Dieck		2019

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Technology & Operational Strategy			
Course Code	20MBA302	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To acquaint the student with the basic management principles with respect to production and operations management. 2. To Familiar the student with different types of Production Systems. 3. To explain the students regarding various techniques used in Operations Management. 			
Module-1 Introduction to Production and Operation Management (POM)			7 hours
Introduction Operations Management: Meaning, Definition, Scope and Functions. Difference Between Production and Operations Management. Management Guru's and their Contribution. The Roles and Functions of Operations Manager. Industry 4.0; Productions and Operations Management in Indian Context.			
Module -2 Process Management Mapping			9 hours
Process Mapping, Process Flow charts, Ishikawa Diagrams, Fishbone Diagram and Cause and Effect Relationship, 5M, 8P, and 4S Systems, Theory Z Approach.			
Module -3 Lean Manufacturing			9 hours
Concept of Lean Manufacturing; meaning of lean manufacturing; History of Lean Operations, Types of Waste, "5S" Technique of Eliminating the Waste, Lean Operations in the service sector, Role of Leadership, Lean Operations and Just In Time(JIT).			
Module -4 Production System			9 hours
Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems – Focused Areas, Techniques: 5S, JIT, JIDOKA, KANBAN, KAIZEN, POKAYOKE, Toyota Production Systems.			
Module -5 Total Quality Management(TQM)			9 Hours
Evolution of quality; Concept, Meaning and Features of TQM, Eight building blocks of TQM; TQM tools. Benchmarking: Concepts, Meaning, Benefits, Elements, Reasons for benchmarking, Process of benchmarking, FMEA; Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Quality Circles. Total Productive Maintenance (TPM) – Concept and need.			
Module-6 Quality Systems			7 Hours
ISO: ISO role; Functions of ISO, Quality System Family Series ISO 9000; ISO 14000; ISO21000. Six Sigma: Features of Six Sigma, Goals of Six Sigma, DMAIC, Six Sigma implementation. Supply Chain and Operations: Supply Chain "KEIRETSU", Core Competency, Relationship of Operations and Supply Chain; Relationship of Purchasing and Supply Chain; Sources, Service Quality and Supply Chain.			
Course Outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> 1. Acquire the knowledge about the concepts of production and operation management 2. Demonstrate the basic concepts of process mapping 3. Evaluate the importance of Lean Manufacturing 4. Develop strategies of Total quality management 5. Understand the roles of ISO standards and production system 			
Practical Component:			
<ul style="list-style-type: none"> • Students should understand process management • Students to visit an organization and study the quality management system • Students has to understand production system • Study the role of leader in operation management and prepare a Report • Students need to understand the practicality of the ISO standards 			

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

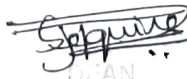
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Production and Operations Management	S. N. Chari.	Mc Graw Hill.	6/e
2	Operations Management Theory and Practical	B. Mahadevan	Pearson.	3/e
3	Operations Management	Jay Heizer Barry Render, Chuck Munson, Amit Sachan	Pearson.	12/e
4	Production and Operations Management	R. Panneerselvam.	PHI	3/e

Reference Books

1	The Goal: Process of Improvement	Eliyahu M. Goldratt	North River Press	3/e
2	The Toyota Way	Jeffery Liker.		


DEAN

FINANCIAL MANAGEMENT			
Course Code	20MBA22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives: <ol style="list-style-type: none"> 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand concept of time value of money and its implication. 3. To evaluate the investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze capital structure and dividend decision. 			
Module-1 Introduction			
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).			9 hours
Module-2 Time value of money			
Meaning of Time value of money - Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.			9 hours
Module-3			
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.			9 hours
Module-4 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 Problem]. Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.			9 hours
Module-5 Working Capital Management			
Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.			7 hours
Module-6 Capital structure and dividend decisions			
Capital structure and dividend decisions - Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy - Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.			7 hours
Course outcomes: At the end of the course the student will be able to: <ol style="list-style-type: none"> 1. Understand the basic financial concepts 2. Apply time value of money 3. Evaluate the investment decisions 4. Estimate working capital requirements 5. Analyze the capital structure and dividend decisions 			

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.
- Students can study any five companies capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	Khan M. Y. & Jain P. K.	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e,
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah and Harish Babu	HPH	1/e, 2015
4	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016

Reference Books

1	Financial Management	I M Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I.M. Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R.	Sage Publications	3/e, 2019


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ADVANCED FINANCIAL MANAGEMENT			
Course Code	20MBAFM306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
1. To understand the concept capital structure and capital structure theories.			
2. To assess the dividend policy of the firm.			
3. To be aware of the management of working capital and its financing.			
4. To understand the techniques of managing different components of working capital.			
Module -1 Capital Structure Decisions			9 hours
Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).			
Module -2 Dividend Policy			9 hours
Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. (Theory and Problems).			
Module -3 Working Capital Management Policy			9 hours
Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).			
Module -4 Inventory Management			7 hours
Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems)			
Module -5 Receivables Management			7 hours
Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. (Theory and Problems)			
Module-6 Cash Management			9 hours
Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund. (Theory and Problems)			
Course outcomes:			
At the end of the course the student will be able to:			
1. Get an overview of capital structure theories.			
2. Understand and assess the dividend policy of the firm.			
3. Realize the importance of management of working capital in an organization.			
4. Be aware of the techniques of cash, inventory and receivables management			
Practical Component:			
• 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.			

CO-PO MAPPING

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

Question paper pattern:

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- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
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- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	M.Y.Khan & P.K.Jain	TMH	6/e, 2011
2	Financial Management	Prasanna Chandra	TMH	8/e, 2011
3	Corporate Finance-Text and Cases	Vishwanath S.R.	Sage Publishing	3/e, 2019

Reference Books

1	Financial Management & Policy	Vanhome	Pearson	12/e,
2	Financial Planning: Theory and Practice	Sid Mittra, Shailendra Kumar Rai, Anandi P Sahu & Harry Starn, Jr.	Sage Publishing	1/e, 2015
3	Financial Management-A	Rajesh Kothari	Sage Publishing	2/e, 2017

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BANKING & FINANCIAL SERVICES			
Course Code	20MBAFM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives:			
1. To understand the structure and functions of central and Commercial banking in India.			
2. To learn the functions of various financial services in India.			
Module-1 Structure of Banking in India		7 hours	
Structure of Banking in India: Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking (Theory)			
Module -2 Commercial Banking		9 hours	
Commercial Banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. Banking Technology- Concept of Universal Banking-Home banking -ATMs-Internet Banking- Mobile Banking-Core Banking Solutions-Debit, Credit and Smart Cards- Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT - NEFT-RTGS. (Theory)			
Module -3 Merchant Banking		9 hours	
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs. Fixed price issues.(Theory)			
Module -4 NBFCs; Micro-finance; Leasing & Hire Purchase Banking		9 hours	
A. NBFCs: An Overview -Types of NBFCs in India-Regulatory framework.			
B. Micro-finance: Models, Services, Challenges.			
C. Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. (Theory & Problems)			
Module -5 Credit Rating; Venture Capital; Depository System & Securitisation of Debt		9 hours	
A. Credit Rating: Meaning, Process, Methodology, Agencies And Symbols.			
B. Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies In India.(Theory)			
C. Depository System: Objectives, Activities, NSDL& CDSL. Process of Clearing and Settlement.			
D. Securitization of Debt: Meaning, process, Types, Benefits. (Theory)			
Module-6 Mutual Funds		7 hours	
Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Regulations for Mutual Funds.			
Course outcomes:			
At the end of the course the student will be able to:			
1. The Student will be acquainted to various Banking and Non-Banking financial services in India.			
2. The Student will understand the activities of Merchant Banking and credit rating.			
3. The Student will be equipped to understand micro financing and other financial services in India.			
4. The Student will understand how to evaluate and compare leasing & hire purchase.			
Practical Components:			
• Study and compare the performance of Public and private sector banks.			
• Issue management: Study the recent public issues.			
• Factoring and forfeiting business in India.			
• Venture capital funding and start up challenges.			
• Status of securitization in India			

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 80 percent theory and 20 percent problems in the SEE.

Textbook/ Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial services	Khan M Y	McGraw Hill	6/e
2	Banking and Financial Services	Mukund Sharma	Himalaya Publishing House	2015
3	Financial Services in India: Concept and Application	Rajesh Kothari	Sage Publications	1/e, 2010

Reference Books

1	Financial Markets and Services	Gordon & Natarajan	Himalaya Publishing House	7/, 2011
2	Merchant Banking & Financial	Vij & Dhavan	McGraw Hill	1/e, 2011
3	Investment Banking	Pratap G Subramanyam	Tata McGraw Hill	2012
4	Behavioural Finance	Sujata Kapoor & Jaya Mamta Prosad	Sage Publications	1/ e, 2019

Signature

Institution
Technology
225

FINANCIAL DERIVATIVES

Course Code	20MBAFM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03

Course Objectives

1. To understand various concepts and terminologies used in various financial derivatives.
2. To explain and critically evaluate various financial derivatives such as forwards, futures, options, financial swaps, credit derivatives etc.
3. To apply various financial derivatives in hedging risk and analyse it.

Module-1 Financial Derivatives

5 hours

Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives-Factors causing growth of derivatives-functions of derivatives market-Derivative market players (Hedgers, speculators and arbitrageurs)-Derivatives market in India. (Theory).

Module -2 Futures and Forwards

7 hours

Futures and Forwards: Meaning, features and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).

Module -3 Option Contracts

7 hours

Option Contracts: Meaning, features and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options-Exotic options. (Numerical problems on all aspects except exotic options). (Theory and Problems).

Module -4 Financial Swaps

7 hours

Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap)-Mechanics of interest rate swaps- Triangular swap (Numerical problems only on interest rate swap including triangular swap)-valuation of interest rate swaps- Only theory. (Theory and Problems).

Module -5 Commodity Derivative Market

7 hours

Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded. (Theory).

Module -6 Credit Derivatives and VaR

7 hours

Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO)-Sub-Prime Crisis-2007-Credit Spread Options-Probability of Default- Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk-Meaning, VaR Models-Stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate). (Theory and Problems).

Course outcomes:

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

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

Practical Component:

- Visit the website of FEDAI and understand the regulations for Commodity Exchanges
- Visit the MCX/NCDEX and understand the their trading and settlement
- Visit the banks and understand the their foreign exchange transactions.
- Understand how different types of quotations helpful to the participants in Forex

- Understand what is the implication of financial derivatives
- Compile and analyze few Futures, Forward Option contract documents
- Visit MCX portal and study its trading and settlement process
- Study the different types of option and Future contracts traded on NSE

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Options, Futures & Other Derivatives	John C. Hull	Pearson Education	
2	Financial Derivatives-Text and Cases	Prakash Yaragol	Vikas Publishing House Pvt. Ltd.	1/e, 2019

Reference Books

1	Options & Futures	Vohra & Bagri	TMH	2/e
2	Derivatives-Principles and Practice	Sundaram & Das	McGraw Hill	
3	Derivatives and Risk Management	Rajiv Srivastava	Oxford University	2010

Signature

Head of the Department
Department of Applied Mathematics
MVAR - EAT/13

INTERNATIONAL FINANCIAL MANAGEMENT			
Course Code	20MBAFM406	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives:			
1. To understand the International Financial Environment and the Foreign Exchange market.			
2. To learn hedging and Forex risk management.			
3. To learn the Firm's Exposure to risk in International environment and various theories associated with it.			
Module -1 International Financial Environment		7 hours	
Importance, rewards & risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).(Only Theory).			
Module -2 Foreign Exchange Market		7 hours	
Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Bid – Ask – Spread (Theory & Problems).			
Module -3 Foreign Exchange Risk Management		7 hours	
Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. (Theory & Problems).			
Module -4 International Financial Markets and Instruments		5 hours	
: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).			
Module -5 Forecasting Foreign Exchange rate		7 hours	
International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium –Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).			
Module-6 Foreign Exchange exposure		7 hours	
Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure-Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project. (Theory & Problems).			
Course outcomes:			
At the end of the course the student will be able to:			
1. The student will have an understanding of the International Financial Environment.			
2. The student will learn about the foreign exchange market, participants and transactions.			
3. The student will be able to use derivatives in foreign exchange risk management.			
4. The student will be able to evaluate the Firm's Exposure to risk in International environment and various theories associated with it.			
Practical Components:			
<ul style="list-style-type: none"> Visit the foreign exchange department of a bank, study the operations and submit a report Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations. Study the different types of swaps used in Foreign Exchange Market Visit the foreign exchange department of a bank, study the operations and submit a report Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations 			

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

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	International Corporate Finance	Jeff Madura	Cengage Learning	10/e 2012
2	International Finance Management	Eun & Resnick	Tata McGraw Hill	4/e, 2014
3	Financing International Trade: Banking Theories and Applications	Gargi Sanati	Sage Publication	1/e, 2017

1	International Financial Management	Apte P. G	Tata McGraw Hill	6/e, 2011
2	International Financial Management	MadhuVij	Excel Books	2010
3	International Financial Management	Thummuluri Siddaiah	Pearson India	1/e, 2009

~~Squire~~

FINANCE SPECIALISATION COURSES

INVESTMENT MANAGEMENT

Course Code	20MBAFM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
1. To understand the capital market and various instruments for investment. 2. Learn valuation of equity, debt and mutual funds. 3. To learn theories of portfolio management. 4. To learn diversification of securities for risk return trade off in capital market. 5. To learn portfolio construction for retail investors, high net worth individuals, mutual funds.			
Module -1 Introduction to Investment			7 hours
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process, Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.			
Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).			
Module -2			7 hours
Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk. Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security (Theory & Problems).			
Module -3 Valuation of Securities			9 hours
Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).			
Module -4			7 hours
Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis.			
Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.			
Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).			
Module -5 Modern Portfolio Theory			11 hours
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).			
Module-6 Portfolio Management Strategies and Performance Evaluation			9 hours
Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance.			
Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).			
Course outcomes:			
At the end of the course the student will be able to:			
1. The student will understand the capital market and various Instruments for Investment. 2. The learner will be able to assess the risk and return associated with investments and methods to value securities. 3. The student will be able to analyse the Economy, Industry and Company framework for Investment Management. 4. The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.			

CO-PO MAPPING

Practical Components:

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
 - Each full question is for 20 marks.
 - Each full question will have sub question covering all the topics under a Module.
 - The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbook/ Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Investment Analysis and Portfolio management	Prasanna Chandra	Tata McGraw Hill Education	3/e, 2010
2	Investments	ZviBodie, Kane, Marcus & Mohanty	Tata McGraw Hill Education	8/e, 2010
3	Security Analysis & Portfolio Management	J Kevin	Tata McGraw Hill Education	2014

Reference Books

1	Analysis of Investments & Management	Reilly & Brown	Cengage Publications,	10e/2017
2	Security Analysis & Portfolio Management	Punithavathy Ehavathy Pandian	Vikas Publications	2/e, 201/8
3	Investment management (Security Analysis and & Portfolio Management)	Bhalla V.K.	Vikas Publications	19/e, 2018

Signature

II SEMESTER			
HUMAN RESOURCE MANAGEMENT			
Course Code	20MBA21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives 1. The student will be able to recite the theories and various functions of Human Resources Management 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace 3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention 4. The student will be able to classify and categorise in differentiating between the best method to solve the problem 5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace 6. The student will be able to design and develop an original framework and model in dealing with the problems			
Module-1 Introduction			7 hours
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.			
Module -2 Human Resource Planning			9 hours
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.			
Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training			
Module -3 Performance Management and Appraisal			9 hours
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.			
Compensation and Benefits Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.			
Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.			
Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
Module -4 Human Resource Management in Small and Medium Enterprises			9 hours
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.			
Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management			

Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on "Training Program at ABC Cement".

Module -5 Human Resource Management Innovations **9 hours**

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.

Module - 6 HR Leadership and Organisation Transformation **7 hours**

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeable workplace, HR and Technology.

Course Outcomes:

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

1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

Practical Component:

- An visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them.

CO-PO MAPPING

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

Question paper pattern:

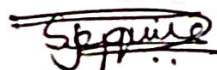
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.,	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019

3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P Renuka Murthy	HPH.	2015
Reference Books				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014



DEAN

Dept. of Business Administration
Alva's Institute of Engg. & Technology
MIJAR - 574 225

INTERNATIONAL HUMAN RESOURCES MANAGEMENT			
Course Code	20MBAHR403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
1. The student will be able to describe and Identify the application of IHRM in managing and developing an Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of IHRM in managing and developing an Organisation 3. The student will be able to apply and solve the workplace problems involving International issues 4. The student will be able to classify and categorise different Laws related to IHRM 5. The student will be able to create and reconstruct HRM System to be adopted in the Organisation related to International employees 6. The student will be able to appraise and judge the practical applicability of various strategy and approaches in managing International Organisation			
Module-1 Introduction		7 hours	
Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager IHRM; Culture and Cross-Cultural Management- Introduction. Studies on culture in management Positivist views: 'Culture and values' Interpretive views: 'Culture and meanings' Critical views: 'Culture and power'; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches, The concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches?			
Module -2 IHRM Policies and Practices - Part A		7 hours	
Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention From the management of knowledge to innovation Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership Training and Development in International Organisations Technology in International Training Management.			
Module -3 IHRM Policies and Practices - Part B		7 hours	
Global Performance Management Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates Total Rewards in the International Context Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, International trends in global total rewards.			
Module -4 International Assignments And Employment Practices		5 hours	
Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success Multinational Companies and the Host Country Environment Introduction, Varieties of host country environments, Sustainability of divergent, employment arrangements Understanding how MNCs act in diverse host country, environments Host country effects on IHRM practices of MNC subsidiaries			
Module -5 Employment Practices		7 hours	
Regulation and Multinational Corporations: The Changing Context of Global Employment Relations Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context. Human Resource Management in Cross-Border Mergers and Acquisitions. Cultural differences and cross-border M&A performance, Managing cross-border integration: the HRM implications.			

Module – 6 Diversity Management and CSR**7 hours**

Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede's Four, Cultural Dimensions, Trompenaar's Seven Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture Deal and Kennedy's Culture Model, Schneider's Culture Model, Cameron and Quinn's Model of Culture Charles Handy's Model of Culture Denison's Model of Culture, Profile of Organisational Culture in International Organizations Managing International Culture. Corporate Social Responsibility and Sustainability through Ethical HRM practices. Ethics and corporate social responsibility International labour standards.

Course Outcomes:

1. Gain conceptual knowledge and practical experience in understanding the HR concepts globally.
2. Comprehend and correlate the strategic approaches to HR aspects amongst PCN's, TCN's and HCN's.
3. Develop knowledge and apply the concepts of HR in global perspective
4. Have a better insight of HR concepts, policies and practices by critically analysing the impact of contemporary issues globally.

Practical Components:

- A visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them.

CO-PO MAPPING

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

Question paper pattern:


The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	International Human Resource Management	Srinivas R. Kandula	Sage Publication India Pvt. Ltd.	2018
2	International Human Resource Management	Anne-Wil Harzing, Ashly H. Pinnington	Sage Publication India Pvt. Ltd.	4/e, 2015
3	Diversity at Work	Arthur P Brief	Cambridge University Press	2008

Reference Books				
1	Strategic Human Resource Management: An International Perspective	Gary Rees, Paul B. Smith	Sage Publication India Pvt. Ltd.	2014
2	Global Talent Management: An Integrated Approach	Sonal Minocha and Dean Hristov	Sage Publication India Pvt. Ltd.	2019
3	International Human Resource Management	Anne-Wil Harzing, Ashly Pinnington	Sage Publication India Pvt. Ltd.	2011



ORGANISATIONAL CHANGE AND DEVELOPMENT

Course Code	20MBAHR404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03

Course Objectives

1. The student will be able to describe and Identify the application of various OC/D framework
2. The student will be able to describe and explain in her/his own words, the relevance and importance of various OC/D intervention to be adopted in the Organisation
3. The student will be able to apply and improve the workplace effectiveness through various OC/D Intervention
4. The student will be able to classify and categorise different OC/D practices and intervention followed in the Organisation
5. The student will be able to create and reconstruct OC/D intervention and process required to manage the Organisation
6. The student will be able to appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation

Module-1 Changing Organisations

5 hours

Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.

Module -2 Building and Energising the Need for Change

7 hours

Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.

Module -3 Measuring Change: Designing Effective Control Systems

7 hours

Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.

Module -4 Models of Change

7 hours

Kurt Lewin's Three-step Model (1950-1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model, Porras and Silvers Model (1991), The Burke-Litwin Causal Model, John Kotter's Eight-step Theory, Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.

Module -5 Organisation Development(OD)

7 hours

Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.

Module - 6 OD Practitioner and Consulting Process

7 hours

Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organisation Development Consulting Profession, The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues With Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development, Merger and Acquisition, Organisational Health, OD Association in India.

Course Outcomes:

1. Gain conceptual insight of change management models, OD processes and interventions.
2. Develop the understanding of OD to apply OD aspects in private and public sectors in India.
3. Analyse the tools and techniques available to implement changes in the organization environment
4. Handle the OD interventions by analysing the role of OD consultant

Practical Components:

- A visit to Organisation and interact with OD and Change Manager and list out the roles played by OD/C manager.
- Meet and Interact with OD and Change Manager and ask- 10 questions related to Change and Development issues
- Meet OD and Change Manager and list out various OC/D Intervention practised and how they impact the Organisational Growth
- Visit Organisation and Interact with Employees in the organisation and discuss Culture Impact on Change process and how it can be managed.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Change Management and Organisational Development	Ratan Raina	SAGE Texts	2018
2	Organisational Change- An Action-Oriented Toolkit	Gene Deszca, Cynthia Ingols, Tupper F. Cawsey	SAGE Publications, Inc	2019

3	Organisation Development: The process of Leading Organisational Change	Donald L. Anderson	Sage Publication India Pvt. Ltd.	2/e, 2012
Reference Books				
1	Organisation Development	Donald L. Anderson	SAGE South Asia	2013
2	Toolkit for Organisational Change	T. F. Cawsey, Gene Deszca	SAGE Text	2007
3	Organisation Development and Organisational Change	Donald L. Anderson and Tupper F. Cawsey	SAGE Publications	1/e, 2014



HUMAN RESOURCE SPECIALISATION COURSES

ORGANISATIONAL LEADERSHIP			
Course Code	20MBAHR401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organisation 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organisation 3. The student will be able to apply and solve the workplace problems through Leadership practices 4. The student will be able to classify and categories different Leadership practices and styles followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organisation			
Module-1 Introduction		5 hours	
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management.			
Module -2 Model of Leadership - Part A		7 hours	
Trait Approach Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Skills Approach Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Behavioral Approach Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Situational Approach Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
Module -3 Model of Leadership - Part B		7 hours	
Path-Goal Theory Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path-Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Leader-Member Exchange Theory Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Transformational Leadership Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non-leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument Authentic Leadership			

Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Psychodynamic Approach	
Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach.	
1. Focus on the Inner Theatre	
2. Focus on the Leader-Follower Relationships	
Social Defense Mechanisms, Mirroring and Idealizing, Identification With the Aggressor	
3. Focus on the Shadow Side of Leadership Narcissism	
How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument	
Module -4 Leadership Instrument	7 hours
Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument	
Module -5 Ethical Leadership	7 hours
Description, Ethics Defined ;Level 1. Preconventional Morality ;Level 2. Conventional Morality; Level 3. Postconventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on Ethical Leadership; Burns's Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.	
Module – 6 Leadership Practices	7 hours
Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. Survey Report analysis of NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership.	
Course Outcomes:	
1. Understand the fundamental concepts and principles, theories of Organizational Leadership.	
2. Analyze the organizational leadership style, approaches and traits, its impact on the followers by using leadership theories and instruments.	
3. Developing better insight in understanding the leadership traits that influence them to work effectively in group.	
4. Demonstrate their ability to apply of their knowledge in organizational leadership.	
Practical Components:	
<ul style="list-style-type: none"> Meet any Leader- Organisation or Academic and ask 10 questions related to Leadership. Than analysis the type of leadership style adopted. Meet 4-5 Leaders from different roles and compare - contrast the different style son leadership. Meet Gender specific leaders and try analysing who makes the best leader in which type of set-up. 	
Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.	

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publication	7/e, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	Charismatic Leadership in Organisations	Jay A. Conger, Rabindra N. Kanungo	Sage Publications	1998

Reference Books

1	Leadership: Theory and Practice	Peter G. Northouse	Sage	2010
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	The Leadership Code: Five Rules to Lead	Dave Ulrich, Norm Smallwood, Kate Sweetman	Harvard Business Pres	2008
4	Leadership for Organisations	David A. Waldman, Charles O'Reilly	Sage Publications	2019

Gargi
DEAN

Dean of Business Administration
Institute of Engg. & Technology
Phase - II, 2019

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS			
Course Code	20MBAHR402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. The student will be able to describe and Identify the application of various PG and IE framework 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various PG and IE to be adopted in the Organisation 3. The student will be able to apply and improve the workplace effectiveness through various PG and IE 4. The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation 6. The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation			
Module-1 Dynamics of Personal Growth			4 hours
Dynamics of Personal Growth Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan.			
Module -2 Interpersonal Trust			4 hours
Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.			
Module -3 Understanding Human Personality and Neuro Functioning			7 hours
Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.			
Module -4 Attitudes, Beliefs, Values and their impact on Behaviour			7 hours
Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.			
Module -5			9 hours
Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honouring the commitments			
Module – 6 Transactional Analysis			9 hours
Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)			
Course Outcomes: 1. Have in-depth understanding the various personality traits which promotes personal growth. 2. Analyze the concepts of human personality, behaviour and functioning of mind 3. Learn and apply the psychometrics tests in understanding the personality traits. 4. Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness.			
Practical Components: <ul style="list-style-type: none"> Students are expected to conduct an in-depth study about various personality traits & TA and submit a detailed report. Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal 			

effectiveness.

- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a Neuro linguistic programming workshop for the participation of all HR students.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organisational Behaviour: Human Behaviour at work	John W. Newstrom and Keith Davis	Tata McGraw Hill	11/e, 2003
2	Human Relations in organisations	Robert N. Lussier	Mc- Graw Hill Education	6/e
3	Development of Management Skills	Whetten & Cameron	PHI	7/e
4	Competency Mapping Assessment and Growth	Naik G. P	IIHRM	2010

Reference Books

1	Understanding OB	Udai Pareek	Oxford University Press	
2	Theories of Personality	Calvin S Hall	Wiley India Pvt. Ltd	4/e
3	Seven habits of highly effective people	Stephen R Covey	Pocket Books.	
4	Training in interpersonal Skills	Stephen Robbins	Pearson Education	

Signature

HUMAN RESOURCE SPECIALISATION COURSES

RECRUITMENT AND SELECTION

Course Code	20MBAHR303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course Objectives

1. The student will be able to recite the theories and various steps involved in Recruitment and Selection
2. The student will be able to describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization
3. The student will be able to apply and solve the workplace problems through Recruitment and Selection intervention
4. The student will be able to classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection
5. The student will be able to compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems
6. The student will be able to design and develop an original framework and framework in dealing with the problems in the organization.

Module-1 Workforce Planning and Recruitment Analytics

9 hours

Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices.

Module -2 Job Analysis, Job Description and Job Design

9 hours

Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.

Module -3 Job Evaluation

7 hours

The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.

Module -4 Selection and Interview Strategy

9 hours

Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.

Module -5 Testing and Assessment

9 hours

Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.

Module - 6 Making the Hire; Assessment of Candidate and Job Fit

7 hours

Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.

Course outcomes:

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

1. Gain the practical insight of various principles and practices of recruitment and selection.
2. Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.

3. Illustrate the application of recruitment and selection tools and techniques in various sectors
4. Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.

Practical Component:

- Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.
- Meet a Manager (which ever stream), interact and design and JD for that role.
- Meet HR Manager / Officer, and ask Best 10 Interview Questions they ask during Candidate interaction.
- Visit HR department, and take part on shortlisting/ Scrutiny the CV.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	How to Recruit, Incentives and Retain Millennials.	Rohtak	Sage Publications	2019
2	Recruitment and Selection- Strategies for Workforce Planning & Assessment	Carrie A. Picardi	Sage Publication	2019
3	Human Resource Management	R. C. Sharma	Sage Publication	2019

Reference Books

1	Human Resource Management:	Amitabha Sengupta	Sage Publication	2018
2	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication India Pvt. Ltd	7/e, 2016
3	Performance Management and	T. V Rao	Response Books	2004

Signature

MARKETING MANAGEMENT			
Course Code	20MBA15	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning. 3. Identify a Conceptual framework, covering basic elements of the marketing mix. 4. To understand fundamental premise underlying market driven strategies. 5. Giving them hands on practical approach to subject study. 			
Module-1 Introduction to Marketing			9 hours
<p>Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing , Sensory Marketing- concepts only. Assignment: Contemporary Indian Marketing Environment</p>			
Module -2 Analysing Consumer Behaviour			9 hours
<p>Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour.</p>			
Module -3 Product, Brand Equity, Services Marketing			9 hours
<p>Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.</p>			
Module -4 Pricing , Marketing Channels			7 hours
<p>Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..</p>			
Module -5 Direct Marketing & Digital Marketing:			9 hours
<p>Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing</p>			

Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.

Module - 6 Sales Promotion, Marketing Planning and Rural Marketing **7 hours**

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. **Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process. **Concept of Rural Marketing:** Flumist (HBR) and Saffola Journey- Case Studies

Classroom Exercise: Brand Communication (create and enact a commercial)

Course outcomes:

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

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion, significance of marketing research.
6. Synthesize ideas into a viable marketing plan for various modes of marketing

Practical Components:

- Understanding Contemporary Indian Marketing Environment.
- Understanding and demonstrating their exposure on consumer behaviour
- Effectively using their skill in creating and enacting a commercial on brand communication.

CO-PO MAPPING

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

Question paper pattern:

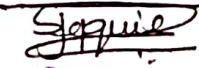
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 th Edition

2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Edition
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	Sage Publications	2020
Reference Books				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition
2	Marketing	Lamb, Hair, Mc Dannel	Cengage Learning	Latest edition
3	Fundamentals of Marketing Management,	Etzel M J BJ Walker & William J Stanton	Tata Macgraw Hill	Latest edition


 DEAN
 Dept. of Business Administration
 Alva's Institute of Engg. & Technology
 MIJAR - 574 225

STRATEGIC MANAGEMENT			
Course Code	20MBA25	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

Course objectives:

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

Module-1 Introduction

7 hours

Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. **Case Study related to the Module.**

Module -2 External Analysis

9 hours

Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. **Case Study on external analysis. Students Assignment: Industry External Analysis.**

Module -3 Internal Analysis

9 hours

Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. **Case Study on internal analysis. Students Assignment: Industry Internal Analysis.**

Module -4 Strategy Formulation

9 hours

Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies. **Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.**

Module -5 Strategy Implementation

9 hours

Strategy Implementation –Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. **Case Study on Strategy Implementation.**

Module - 6 Strategic Control

7 hours

Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). **Case Study on Strategic Control.**

Course outcomes:

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

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

Practical Component:

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)(Industry Note to be submitted)
- Internal Analysis & Strategies of a listed company in the form of the report to be submitted.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the

company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.

- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of companies around your campus.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e 2017
2	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikuttu	Cengage Learning	9/e 2016

Reference Books

1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e ,2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015

Gopur
DEAN

**IV SEMESTER
MARKETING SPECIALISATION COURSES**

B2B MARKETING MANAGEMENT			
Course Code	20MBAMM401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
1. Make students have an understanding of B2B Marketing and its characteristics 2. To analyze the purchasing decisions of online customers 3. Analysing traditional marketing approach vis-a vis modern marketing approach using the B2B strategy 4. To enhance knowledge of emerging trends in integrated marketing communications. 5. Managing innovation in the B2B context and understand concept of Relationship portfolio and Key Account Management.			
Module-1 B2B Marketing			7 hours
B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets.			
Module -2 Purchasing Behaviour			7 hours
Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process- variations. Buying situations and marketer actions. Online buying.			
Traditional marketing approach- uncertainties of buyer and supplier/ marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Case Study			
Module -3 B2B strategy and Market Segmentation			7 hours
Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification.			
B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. Case Study.			
Module -4 Market Communication			7 hours
Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high-priority customers. Value selling and consequences- order fulfilment-relationship building- Case Study.			
Module -5 Relationship Portfolio & Key Account Management			7 hours
Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study.			
Assignment: Implementing KAM			
Module – 6 B2B product Offerings and Price Setting			5 hours
Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context.			
Price setting in B2B markets- 3 C's of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Case Study			
Course outcomes:			
At the end of the course the student will be able to:			
1. Understand significance of B2B marketing . 2. Ability to create an integrated marketing communications plan which includes promotional strategies. 3. Effectively use marketing communication for customer acquisition 4. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.			
Practical Component;			
<ul style="list-style-type: none"> Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession. Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling? Students can make a presentation on any product or the services of student choice, covering selling strategies 			

and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating.

- Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is : how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business to Business Marketing	Ross Brennan, Louise Canning & Raymond McDowell	Sage Publications	3e -2014
2	B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement	Heidi Taylor	Kogan Page	1/e, 2017

Reference Books

1	Innovative B2B Marketing: New Models, Processes and Theory	Simon Hall	Kogan Page	1/e, 2017
2	Product and Brand Management	Michael Baker and Stuart Hart	Pearson	4/e, 2014

Spokane

DIGITAL MARKETING MANAGEMENT			
Course Code	20MBAMM403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To understand the important concepts related to e-marketing 2. To learn the use of different electronic media for designing marketing activities. 3. To acquaint the students with the latest techniques of e-marketing.			
Module-1 Introduction to Digital Marketing			7 hours
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan			
Module -2 Display Advertising			7 hours
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
Module -3 Search Engine Advertising			7 hours
Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan			
Module -4 Social Media Marketing			7 hours
Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations			
Module -5 Mobile Marketing			7 hours
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project..			
Module – 6 Search Engine Optimization			5 hours
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only			
Course outcomes: At the end of the course the student will be able to: 1. Recognize appropriate e-marketing objectives. 2. Appreciate the e-commerce framework and technology. 3. Illustrate the use of search engine marketing, online advertising and marketing strategies. 4. Develop social media strategy's to solve business problems. Practical Components: <ul style="list-style-type: none"> Students will learn to create a digital marketing plan. Students will learn to create a mobile advertising project. 			

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
2	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	2017
3	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	2/e, 2014
4	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	3/e, 2020

Reference Books

1	Digital Marketing	Swaminathan T N, Karthik Kumar	Cengage Learning India Pvt. Ltd	2019
2	Digital Marketing	Hanlon	Sage Publications	2/e, 2017
3	Digital Marketing	Ian Dodson	Wiley	2016

Signature

Dr. K. S. Narayana Murthy
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LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	20MBAMM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives 1. To understand the basic concepts, processes and key elements of a supply chain. 2. To understand the elements and scope of logistics in supply chain management 3. To provide insights for establishing efficient, effective, and sustainable supply chains. 4. To comprehend the role of warehouse management 5. To gain knowledge about Inventory Management 6. To provide insights into International Logistics 7. To explain the role of technology in supply chain planning, visibility, and execution.			
Module-1 Supply Chain			7 hours
Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits. Definition and scope of Logistics. Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain. Case Study.			
Module -2 Warehouse Management System			7 hours
Warehousing – scope, primary functions. Efficient Warehouse Management. Types of Warehouse. Warehouse Layout Design, criteria. Warehouse Management System, Distribution Management, Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. HUB & SPOKE vs Distributed Warehouses. Case Study			
Module -3 Inventory Management			7 hours
Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning. Dealing with demand uncertainty in Supply Chain- managing uncertainty in Supply Chain, (Bullwhip Effect) .Impact of uncertainties. Case Study			
Module -4 Transportation			5 hours
Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances. Packaging Issues in Transportation, role of containerisation. Case Study			
Module -5 Logistics Management			7 hours
Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRP, customer service, expected cost of stock outs. Recent Issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM. Case Study			
Module - 6 International Logistics			7 hours
Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India. Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain introduction. Case Study			

Course outcomes:

The student should be able to:

1. Demonstrate knowledge of the functions of logistics and supply chain management.
2. To relate concepts and activities of the supply chain to actual organizations.
3. Highlight the role of technology in logistics and supply chain management.
4. Evaluate cases for effective supply chain management and its implementation.

Practical Components:

- Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- Students should visit different logistics companies and understand the services provided by them and submit a report.
- Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
- Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	A Logistic approach to Supply Chain Management	Coyle, Bardi, Longley	Cengage Learning	Latest edition
2	Integrated Supply Chain and Logistics Management	Rajat K. Baisya	Sage	2020
3	Supply Chain Management- Text and Cases	Janat Shah	Pearson	Latest edition
4	Supply Chain Management- Strategy, Planning and Operation	Sunil Chopra, Peter Meindl, D.V.Kalra	Pearson	Latest edition
5	Marketing Channels	Anne Coughlan, Anderson, Stern and El-Ansary		

Reference Books

1	The Box	Marc Levinson		
2	Essentials of Supply Chain Management	Michael H Hugos		
3	Logistics and Supply Chain	Martin Christopher	FT Publishing	5 th Edition
4	Supply chain Logistics Management	Donald J Bowersox,	Mc Graw Hill	4 th Edition

~~Sigward~~

Supply Chain Management
Technology

MARKETING RESEARCH & ANALYTICS			
Course Code	20MBAMM304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none">1. To provide an understanding of the basics of marketing research process.2. To orient on the theoretical and practical aspects of marketing research.3. Encourage the students to take up analytical thinking through research.4. To highlight importance marketing research for enhancing marketing strategies.			
Module-1 Marketing Research Dynamics		9 hours	
Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.			
Module -2 Marketing Research Projects		7 hours	
Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects.			
<i>Lab on socially acceptable responses- managing</i>			
Module -3 Decision Support System		9 hours	
Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.			
Module -4 Applications of Marketing Research		9 hours	
Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.			
<i>Live project & Assignment: Agriculture Marketing or B2B marketing</i>			
Module -5 Predictive analysis		9 hours	
Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay.			
Module - 6 Product Research		7 hours	
Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, evaluating prototypes, Luxury and Lifestyle products.			
Live project: New Product adoption			
Course outcomes:			
The student should be able to:			
<ol style="list-style-type: none">1. Comprehend the objectives of Market research & its application in solving marketing problems.2. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.3. Generalize and interpret the data with the help of various measurement techniques.4. To understand the emergence of new trends in research.			
Practical Component:			
<ul style="list-style-type: none">• Choose 5 successful products or services and identify the insight behind them through a field survey.• Do a comprehensive essay on the difference between consumers vs. trade vs. Competition insights & how best to exploit them.• Take 5 recent digital innovations like twitter or face book and identify the insights.• Running case with real data Dell, Comprehensive critical thinking case Baskin-Robbins.• Data Analysis case with real data IBM.			

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Research- An Applied Orientation	Naresh K Malhotra & SatyaBhushan Dash	Pearson	7 th Edition
2	Marketing Analytics Using Excel	.Ajithab Dash	Sage publications	2019
3	Essentials of Marketing Research	William G Zikmund et. al	Cengage Learning	7/e
4	Marketing Research	V Kumar	Sage Publications	1/e, 2015

Reference Books

1	Market Research: Text and cases	Rajendra Nargundkar	Mc Graw Hill	3 rd Edition
2	The Effective Use of Market Research: How to drive and focus better business decisions	Robin J Birn	Viva	4 th Edition
3	Marketing Research: Methodological Foundations	Gilbert A Churchill & Dawan Lacobucci		8 th Edition

Signature

Head of Administration
 School of Engg. & Technology
 JNTUA - 574 225

MARKETING SPECIALISATION COURSES

SERVICES MARKETING

Course Code	20MBAMM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To acquaint the students with the characteristics of services and their marketing implications. 2. To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment. 3. To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing. 			
Module-1 Introduction to services			9 hours
Reasons for the growth of services sector and its contribution; difference in goods and service 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 influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.			
Module -2 Market Research for Customer Expectation			9 hours
Key reasons for gap using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.			
Module -3 Customer defined service standards			9 hours
“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.			
Module -4 Employee role in service designing and Delivery			7 hours
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.			
Module -5 Role of services marketing communication			9 hours
Role of services marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.			
Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies, SERVQUAL Model.			
Mini Project – On measuring SERVQUAL			
Module - 6 Physical Evidence in Services			7 hours
Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence.			
Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.			

Course outcomes:

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

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

Practical Component:

- Ask students to choose a service industry of their choice at the beginning of the semester
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating the concepts to the particular industry(GAPS).
- Students can prepare service blueprints for any service of their choice.
- Identify any existing services, locate loopholes in the design and suggest modifications.
- Visit a service industry and analyze the role of customers in service delivery.

CO-PO MAPPING

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

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and
1	Services Marketing	Valarie A Zeithmal & Mary Jo	McGraw Hill	6/e 2018
2	Services Marketing	Christopher Lovelock	Pearson Education	2014
3	Services Marketing	Rajendra Nargundkar	McGraw Hill	2015
4	Marketing Research	Kumar	Sage Publications	4/e, 2018

Reference Books

1	Services Marketing	Parasuraman	Sage Publications	2018
2	Services Marketing	Hoffman & Bateson	Cengage Learning	2017
3	Services Marketing: Operation, Management and Strategy	Strategy-Kenneth E Clow & David L. Kurtz	Biztantra	2016

Signature

Dept. of Business Administration
Alva's Institute of Engg. & Technology
MIJAR - 574 225

STRATEGIC BRAND MANAGEMENT			
Course Code	20MBAMM404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 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. 			
Module-1 Brand Management			7 hours
Concept, Meaning of Brand, 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.			
Module -2 Customer Based Brand Equity(CBBE)			5 hours
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 Mo del. 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,			
Module -3 Choosing Brand Elements to Build Brand Equity			7 hours
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.			
Module -4 Brand Value chain			7 hours
Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 Methods for measuring Brand Equity-Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis			
Module -5 Designing and sustaining branding strategies			7 hours
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.			
Assignment: Measuring Brand Strength			7 hours
Module – 6 Making Brands go Global			
Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favouring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management. Understand the overview of management, theory of management and practical applications of the same. Effectively use their skills for self-grooming, working in groups and to achieve organizational goals . 			

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

5. Understand and demonstrate their exposure on recent trends in management

Practical Component:

- 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.

CO-PO MAPPING

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

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Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategic Brand Management, Building Measuring & Managing	Kevin Lane Keller	Pearson Education	Latest Edition
2	Brand Management -The Indian Context	Y L R Moorthi	Vikas Publication	Latest Edition
3	Strategic Brand Management	Jean, Noel, Kapferer	Kogan Page India	Latest Edition

4	M B Parameswaran	Brand Building and Advertising Concepts and Cases	Tata McGraw Hill Publication	Latest Edition
Reference Books				
1	Compendium Brand Management	Chunnawalla	HPH,	Latest Edition
2	Strategic Brand Management	Richard Elliott & Larry Perclu	Oxford Press	Latest Edition
3	Creating powerful brands	Chernatony	Elsevier	Latest Edition
4	Brand Management for B2B	Shard Sharin	Sage Publications	1/e, 2015