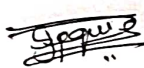


**SCHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION**

I SEMESTER										
Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment *	Total		IA	Exam		
16MBA11	Management & Organizational Behaviour	Core Course	3	2	5	3	20	80	100	4
16MBA12	Managerial Economics	Core Course	3	2	5	3	20	80	100	4
16MBA13	Accounting for Managers	Core Course	3	2	5	3	20	80	100	4
16MBA14	Quantitative Methods	Core Course	3	2	5	3	20	80	100	4
16MBA15	Marketing Management	Core Course	3	2	5	3	20	80	100	4
16MBA16	Managerial Communications	Core Course	3	2	5	3	20	80	100	4
	Total		18	12	30		120	480	600	24

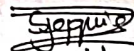
* Practical / Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.


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II SEMESTER

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment *	Total		IA	Exam		
16MBA21	Human Resource Management	Core Course	3	2	5	3	20	80	100	4
16MBA22	Financial Management	Core Course	3	2	5	3	20	80	100	4
16MBA23	Research Methods	Core Course	3	2	5	3	20	80	100	4
16MBA24	Business Law and Policy	Core Course	3	2	5	3	20	80	100	4
16MBA25	Strategic Management	Core Course	3	2	5	3	20	80	100	4
16MBA26	Entrepreneurship Development	Core Course	3	2	5	3	20	80	100	4
Total			18	12	30		120	480	600	24

* Practical / Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.



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MIJAR - 574 225

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

BUSINESS MARKETING

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

Dept. of Business Administration
 Alva's Institute of Engg. & Technology

MIJAR - 574 225

IA Marks: 20

Exam Hours: 03

Exam Marks: 80

Objectives:

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

Outcomes:

The student should be able to:

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

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

Unit 1:

(8 Hours)

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

Units 2:

(10 Hours)

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

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

Unit 3:

(8 Hours)

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

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

Business Service Marketing: Special Challenges

Unit 4:

(8 Hours)

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

Unit 5:

(8 Hours)

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

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

Unit 6:

(10 Hours)

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

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

Case Studies in Indian context only.

(4 Hours)

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

SUPPLY CHAIN MANAGEMENT

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

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

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Objectives:

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

Outcomes:

The student should be able to:

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

- Strategic Management-The Indian Context, R. Srinivasan, 4th edition, PHI
- ENTREPRENEURSHIP DEVELOPMENT**

Subject Code	: 16MBA26	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To develop and strengthen entrepreneurial quality in students.
- To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
- To provide insights to students on entrepreneurial opportunities.

Course Outcomes:

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

- Display keen interest and orientation towards entrepreneurship
- Develop a business plan
- Become aware about various sources of funding for an entrepreneur including financial institutions, venture capitalists and Angel Investors
- Gain consciousness towards social entrepreneurship and rural entrepreneurship opportunities

Unit 1:

(10 Hours)

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

Unit 2:

(10 Hours)

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Unit 3:

(8 Hours)

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

Unit 4:

(8 Hours)

Family Business: Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.

Unit 5:**(10 Hours)**

International Entrepreneurship Opportunities: The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade.

Unit 6:**(10 Hours)**

Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists.

Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship, MSME Policies.

Make-In India, Start-Up India, Stand-Up India.

Case studies in Entrepreneurship Development**Practical Components:**

- 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?
- 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?
- 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
- Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

RECOMMENDED BOOKS:

- Entrepreneurship: A South-Asian Perspective – T.V Rao/Donald F.Kuratko, Cengage Learning
- Entrepreneurship Development-Small Business Enterprise-PoornimaCharantimath Pearson Education - 2014
- Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 6/e - The McGraw-Hill companies - 2007
- Entrepreneurial Development – M M Munshi, Prakash Pinto & Ramesh Khathri, Himalaya Publishing House -2015
- Entrepreneurship Development - S S Khanka - S Chand Publications

REFERENCE BOOKS:

- Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007


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12

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MIJAR – 574 225

FINANCIAL MANAGEMENT

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

Course Objectives:

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

Course Outcome:

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

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

Unit 1:

(8 Hours)

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

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

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

Unit 2:

(10 Hours)

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

Unit 3:

(10 Hours)

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

Unit 4:

(12 Hours)

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

(8Hours)

Unit 5:

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

(8 Hours)

Unit 6:

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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


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MIJAR – 574 225

SEMESTER II
HUMAN RESOURCE MANAGEMENT

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

Objectives:

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

Course outcome:

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

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

Unit 1:

(8 hours)

Human Resource Management:

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

Unit 2:

(10 hours)

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

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

Unit 3:

(10 hours)

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

Selection: Definition and Process of Selection.

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

Unit 4:

(8 hours)

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

Unit 5:

(10 hours)

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

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

Unit 6:

(10 hours)

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

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

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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



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

ECONOMICS FOR MANAGERS

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

COURSE OBJECTIVES

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

COURSE OUTCOMES

At the end of the course students are able to:

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

Unit 1: (12 hours)

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

Unit 2: (10 hours)

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

Unit 3: (8 hours)

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

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

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

Unit 4: (8 hours)

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

Unit 5: (8 hours)

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

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

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

Unit 6: (10 hours)

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

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

Monetary Policy: Objectives, tools for Credit Control.

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

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

Note 1: Related case studies to be discussed.

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

Practical Components:

- Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- Preparing a project proposal for a new business venture to understand the BEP using real time data.
- An in-depth study of economic indicators on the growth rate

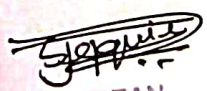
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI
- A study on the effect of monetary policy on banking and NBFCs
- A futuristic study of leading Indian industries and observations of CAG on major issues.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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


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SEMESTER I

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

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

Course Objectives:

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

Course Outcomes:

At the end of the course students are able to:

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

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

Part A - Principles of Management

Unit 1: (8 Hours)

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

Unit 2: (12 Hours)

Planning and Organizing:

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

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

Unit 3: (5 Hours)

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

RECOMMENDED BOOKS

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

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

REFERENCE BOOKS:

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

Part B - Organizational Behaviour

Unit 4: (6 hours)

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

Unit 5: (15 Hours)

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

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

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

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

Unit 6: (10 Hours)

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

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


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MIJAR - 574 225

STRATEGICMANAGEMENT

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

Objectives:

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

Course Outcome:

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

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

Unit 1

(8 Hours)

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

Unit 2

(8 Hours)

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

Unit 3

(10 Hours)

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

Unit 4

(10 Hours)

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

Unit 5

(10 Hours)

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

Unit 6

(10 Hours)

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

Practical Components:

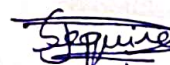
- Analysing the Mission and Vision statements of a few companies
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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



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ACCOUNTING FOR MANAGERS

Subject Code	: 16MBA13	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To explain fundamental accounting concepts and conventions.
- To explain and use the accounting equation.
- To prepare basic journal entries for business transactions and present the data in an accurate manner
- To present financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making.
- To understand emerging issues in accounting and taxation.

Course Outcomes:

At the end of the course students are able to:

- Acquire the knowledge about the concepts and fundamental principles of accounting.
- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of sole trading concerns and companies.
- Independently undertake financial statement analysis and take decisions.
- Comprehend emerging trends in accounting and taxation.

Unit 1:

(6 Hours)

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equation (problems on accounting equation).

Unit 2:

(10 Hours)

Preparation of books of Accounts: Journals, three column cash book, ledgers and trial balance. Depreciation- Straight line and Written down Value Methods.

Unit 3:

(14 Hours)

Preparation of Financial Statements: Preparation of final accounts of sole traders. Preparation of final accounts of companies, vertical form of financial statements. (Basic problems Final Accounts)

Unit 4:

(12 Hours)

Analysis of Financial Statements: Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

Unit 5:

(8 Hours)

Emerging issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting -Accounting Standards and IFRS: Nature and significance

Unit 6:

(6 Hours)

Fundamentals of Taxation: Heads of Income, Deductions u/s 80C, Income Tax Rates and Returns for Individuals only (only theory)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.

- Exposing the students to usage of accounting software's (Preferably Tally)
- Filling up of ITR forms
- Identify the sustainability report of a company and study the contents.

Note 1: Related case studies to be discussed.


Note 2: 25 percent theory and 75 percent problems

RECOMMENDED BOOKS:

- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014
- A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
- Financial Accounting, Tulsian P. C, 1/e, Pearson Education.
- Accounting for managers, Madegowda J, Himalaya Publishing House.
- Advanced Accountancy, Gupta R. L & Radhaswamy M, Sultan Chand Publications.
- Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
- Business Taxation, Akhileshwar Pathak and Savan Godiawala, 2/e, McGraw Hill Education (India) Pvt. Ltd, 2013.

REFERENCE BOOKS:

- Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, 4/e, Pearson Education.
- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, United Publishers, 2011.
- Financial Accounting (IFRS update), Gary A. Porter & Curtis L. Norton, 6/e, Cengage Learning.


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SYLLABUS
(With effect from 2016-2017)

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ಶೈಕ್ಷಣಿಕ ವರ್ಷ ೨೦೧೬-೨೦೧೭ ರಿಂದ

MBA
MASTER OF BUSINESS
ADMINISTRATION



Visvesvaraya Technological University

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

ವಿಶ್ವೇಶ್ವರಯ್ಯ ತಾಂತ್ರಿಕ ವಿಶ್ವವಿದ್ಯಾಲಯ

"ಜ್ಞಾನ ಸಂಗಮ", ಬೆಳಗಾವಿ ೫೯೦ ೦೧೮, ಕರ್ನಾಟಕ

SEMESTER I

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

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

Course Objectives:

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

Course Outcomes:

At the end of the course students are able to:

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

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

Part A - Principles of Management

Unit 1:

(8 Hours)

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

Unit 2:

(12 Hours)

Planning and Organizing:

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

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

Unit 3:

(5 Hours)

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

RECOMMENDED BOOKS

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

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

REFERENCE BOOKS:

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

Part B - Organizational Behaviour

Unit 4:

(6 hours)

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

Unit 5:

(15 Hours)

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

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

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

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

Unit 6:

(10 Hours)

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

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


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MANAGERIAL COMMUNICATION

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

Objective:

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

Course Outcomes:

At the end of the course students are able to:

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

Unit 1:

(10 Hours)

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

Unit 2:

(8 Hours)

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

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

Unit 3: (8 Hours)

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

Unit 4: (12 Hours)

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

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

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

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5: (10 Hours)

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

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

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

Unit 6: (8 Hours)

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

Impact of Technological Advancement on Business Communication

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

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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


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

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MARKETING MANAGEMENT

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

Objectives:

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

Course Outcome:

At the end of the course students are able to:

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

Unit 1:

(10 hours)

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

Unit 2:

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

Unit 3:

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

Unit 4:

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

Unit-5

Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. (10 hours)

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing,

Unit 6:

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

Case Studies in Indian Context

Practical Components:

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

RECOMMENDED BOOKS

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

REFERENCE BOOKS

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


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- Accounting For Management, Arora M. N, Himalaya Publishing House.
- Essentials of Financial Accounting (Based on IFRS), Bhattacharya, 3/e, Prentice Hall India.
- Comdex (Computer and Financial Accounting with Tally 9.0 Course Kit), Dream Tech.
- Comdex – Tally 9, Namrata Agrawal - DreamTech.
- IFRS: A Practical approach, Jasmine Kaur, McGraw Hill.

QUANTITATIVE METHODS

Subject Code	: 16MBA14	IA Marks	: 20
No. of Lecture Hours / Week:	03	Exam Hours	: 03
Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To introduce statistics as a tool for business decision making.
- To provide an analytical foundation for dealing business situations.
- To learn how to take decision under various situations.
- To familiarize the use of linear programming and project management evaluation techniques.
- To orient the students with statistical tools.

Course Outcomes:

At the end of the course students are able to:

- Understand and applying descriptive statistical tools in business situations.
- Exhibit the skills in developing and applying probability distribution concepts in business and real time scenario.
- Develop the skills of decision making using Decision Theory.

- Develop mathematical models using Linear Programming technique.
- Illustrate the use of network techniques for successful project implementation

Unit 1

(10 Hours)

Descriptive Statistics: Measures of Central Tendency- mean, median, mode, Measures of Dispersion- Standard deviation, variance, Co-efficient of Variance.

Unit 2

(8 Hours)

Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression (problems on simple regression only)

Unit 3

(8 Hours)

Probability Distribution: Concept and definition - Rules of probability – Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).

Unit 4

(10 Hours)

Decision Theory: Introduction – Steps of decision making process-types of decision making environments-decision making under uncertainty- Decision making under Risk- Decision tree analysis (only Theory)

Unit 5

(10 Hours)

Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using Graphical method.

Transportation problem: basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.

Unit 6

(10 Hours)

Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation, basic concept of project crashing.

Theory 25 percent and Problems percent

Practical Component:(Student-Centered Learning)

- Students are expected to have basic Excel knowledge-hands on experience.
- Students should be able to relate the concepts to real time business situations.
- Student should demonstrate the application of statistical tools.

RECOMMENDED BOOKS:

- Statistical Methods, S. P Gupta, Sulthan Chand & sons, New Edition,
- Quantitative Techniques in Management, N D Vohra, 4th Edition, Tata McGraw Hill, 2010.
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007

REFERENCE BOOKS:

- Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013.
- Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005.
- Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003.


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

Practical Component:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

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STRATEGIC BRAND MANAGEMENT

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

Dept. of Business Administration
IA Marks : 20
Exam Hours: 03
Exam Marks: 80
Munesh Chandra Trivedi
MIJAR – 574 225

Objectives:

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

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

Outcomes:

The student should be able to:

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

Unit 1:

(8 Hours)

Introduction to the concept of Brand Management:

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

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

Brand Management-Meaning & Definition.

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

Unit 2:

(8 Hours)

Customer Based Brand Equity:

Customer Based Brand Equity-Meaning, Model of CBBE

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

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

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

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

Unit 3:

(10 Hours)

Choosing Brand Elements to Build Brand Equity:

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

Leveraging Brand Knowledge:

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

Unit 4:

(10 Hours)

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

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

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

Unit 5: (8 Hours)

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

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

Unit 6: (8 Hours)

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

Luxury Brand Management:

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

Case studies (4 Hours)

Practical Components:

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

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

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

Signature
DEAN

Dept. of Business Administration
Institute of Engg. & Technology
MIJAR – 574 225

RURAL MARKETING

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

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

Objectives:

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

Outcomes:

The student should be able to:

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

Unit 1:

(8 Hours)

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

Unit 2:

(8 Hours)

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