

ALVAS INSTITUTE OF ENGINEERING AND TECHNOLOGY, MIJAR

MBA DEPARTMENT

Research Methods

Course Outline

Course Facilitator : Reema Agnes Frank
Batch : 2018- 2020
Semester : Second Semester
No. of sessions : 4 hours / week
Subject Code : 18MBA23
Duration : February 2019 to June 2019

Introduction

Research describes a careful, systematic, patient study and investigation in some field of knowledge, undertaken to establish facts or principles. A research need not lead to ideal solution but it may give rise to new problems which may require further research. In other words research is not an end to a problem since every research gives birth to a new question. It is carried on both for discovering new facts and verification of old ones.

Objectives of the course:

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

Learning Objectives:

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

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

Session Plan

Session	Topics	References
1 to 8	Business Research – Meaning, types, process of research-management problem, defining the research problem, formulating the research Hypothesis, developing the research sampling decision planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, features of good research study.	1 & 2

9 to 18	<p>Business Research Design: Meaning and significance - Types: Exploratory and Conclusive research Design. Exploratory Research: Meaning, purpose, methods- comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, Statistical experimental design.</p>	1 & 2
19&20	To identify research problem and collect relevant literatures for data analysis	3 & 4
21 to 26	<p>Sampling: Concepts- Types of Sampling – Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.</p>	1 & 2
27-38	<p>Data Collection: Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling</p>	1&2
39	To prepare the questionnaire on Investors attitude towards Mutual funds in any financial institutions.	1 & 2
40 to 49	Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests) Statistical analysis- Bivariate and Multivariate Analysis- (only theory). ANOVA-one-way and two-way classification (theory only)	1 & 2
50	To conduct Market survey and to investigate consumer perception towards any FMCG.	3& 4

	Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.	
51 to 56		1 & 5,6

Text Books:

- Research Methodology – C.R.Kothari, VishwaPrakashan
- Business Research Methods: A South-Asian Perspective with course Mate William
- G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/Mitch Griffin, Cengage learning
- Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
- Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House,2015

Pedagogy:

Lectures, Videos, Power point presentations, Case analysis, Discussions

Evaluation Scheme:

Internal Assessment: 40 Marks

Internal Exams :- 25 Marks

Presentation :- 5 Marks

Assignments :- 5 Marks

Practical Component :- 5 Marks

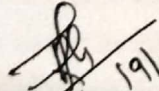
External Assessment: 60 Marks

Contact Details:

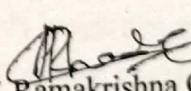
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19/2/19
Reema Agnes Frank

Class Teacher


19/2/19
Prof. Ramakrishna Chadaga

Dean- MBA

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

DEPARTMENT OF BUSINESS ADMINISTRATION

RISK MANAGEMENT AND INSURANCE

16MBAFM402

Course Outline

Course Facilitator	:	Dr. Nagendra S./ Reema Agnes frank
Batch	:	2017-2019
Semester	:	IV
No. of Lecture Hours per week	:	05
Internal Assessment Marks	:	20
Total number of Lecture Hours	:	56

Introduction

Risk management is of vital importance in the day to day business and human activities. It is essential for not only prevention of risks but also for reduction of risks. It is essential for effective managing of people and process. Entrepreneurs at new businesses often have a number of responsibilities on their shoulders. They are charged with hiring new employees, identifying and selling their products or services to new customers, finding sources of financial backing, looking for workspaces that can accommodate their needs and many other tasks.

As Risk Management Monitor noted, there are a lot of obvious risks for any new enterprise and business owners may be savvy enough to mitigate them. Although it's easy to perceive insurance as a cost, in reality, it's probably one of the biggest value adds to any business. Devastating events such as natural disasters can single-handedly bring a business to its end, quickly and without any prior warning. Insurance can effectively minimize the damage cause by these unforeseen events, which in some instances can mean saving a company from having to close its doors that's a tremendous amount of value.

Objectives of the course

- To provide an understanding of risk and methods of handling risk
- To provide an understanding of the risk identification and measurement
- To comprehend insurance contracts such as health insurance, fire insurance, marine and health insurance and life insurance

- To provide an understanding of the management of insurance companies

Learning Objectives

Upon completion of the course, the students will be in a position to appreciate and visualize application areas pertaining to –

- Students will be in a position to figure out different types of risk and the methods of handling such risk in a professional and systematic way
- Students will be employing different types of risk identification and measurement techniques
- Students will be in a position to understand the nature of different types of insurances
- Students will be able to calculate the risk and practical components like claim settlement, premium calculation by working out particle problems and cases studies

Session Plan

Session	Topics Covered	References
1 & 2	Introduction to Risk Management: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk	1,2,3,4
3 & 4	Risk Management Process-Identification Loss exposures-Analyzing Loss exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique, Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations	1,2,3,4
5,6 & 7	Risk Management objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management and the Cost of Risk-Risk Management and Societal Welfare.	1,2,3,4
8	Case Analysis	
9&10	Risk Identification-Business Risk Exposures-Individual Exposures	1,2,3,4
11,12	Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability -	1,2,3
13	Exposures to Work-Related Injury-Basic concepts form probability and Statistics.	1,2,3
14	Case Analysis	
15 & 16	Risk Measurement-Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management	1,2,3,4
17, 18 & 19	Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management	1,2,3,4,
20 21	Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk	1,2,3,4

	Management --Decision Making Other Risk Management Tools	
22	Case Analysis	
23, 24, 25	Introduction to Insurance-Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk, Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging, Types of Insurance-Essentials of Insurance Contracts.	1,2,3,4
25, 26, & 27	Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance. Regulation of Insurance- Insurance Act 1938- eligibility-Registration and Capital requirement Investment of assets-Approved investments-Licensing of insurance agents-	1,3,4
28 & 29	IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest	1,2,3,4
30	Case Analysis	
31,32 & 33	Life Insurance Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations.	1,2,3,4
34 & 35	Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans.	1,2,3,4
36 & 37	Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities.	1,2,3,4
38	Case Analysis	
39, 40 , 41	General Insurance-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC)-Performance Private and Public General insurance companies. Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage	1,2,3,4
42, 43,44	Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage	2,3,4
45,46,47	Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.	1,2,4,
48	Case Analysis	
49,50 & 51	Management of Insurance Companies Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance.	1,2,3,4,

52,53 &54	Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. Insurance Pricing-Insurance Cost and Fair Premiums, Expected Claim Costs, Investment Income and the timing of claims Payments. Administrative Costs, Profit Loading, Capital Structure and Underwriting Cycles, Price Regulation..	1,2,3,4,
55	Insurance Marketing: Marketing of Insurance Products, Critical Success factors for Insurance Players, Marketing Strategies in India	1,2,3,4
56	Case Analysis	

Practical Component

- Analyze the insurance potential in India based on secondary data
- Meet Insurance advisors. Agents and have a discussion on requirements of insurance selling.
- Select insurance company of your interest and study the risk management procedures followed by that company.
- Analyze risk management techniques used by the banks, cement companies, automobile companies.
- Visit the IRDA website and identify the rules and regulations governed by IRDA with respect to Marketing of insurance in rural markets

Text Books

1. Risk Management and Insurance, C. Arthur Williams, Jr. Peter Young, Michael Smith, (2007), Eighth Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Risk Management and Insurance, James Trieschmann, Obert Hoyt, David Sommer, (2008), Twelfth Edition, Cengage Learning, New Delhi.
3. Risk management and Insurance: New Perspective in a Global Economy", Harold D. Skipper, W. Jean Kwon, (2008), First Edition, Wiley India, New Delhi.
4. Fundamentals of Risk and Insurance, Emmett J. Vaughan, Therese Vaughan, (2007), First Edition, Wiley India, New Delhi

pedagogy: Lectures & Case Analysis

Evaluation Scheme

Internal Assessment	:	100	
Assignments	:	05	- 4 assignments
Presentation	:	2.5	- 1 presentation
Attendance & Class Participation	:	2.5	
Total		20	

Faculty Contact Details

Dr. Nagendra.S

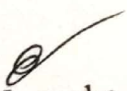
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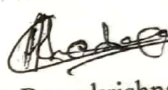
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Dr. Nagendra. S

Class Teacher


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Class Teacher


Prof. P. Ramakrishna Chadaga

Dean- MBA

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

DEPARTMENT OF BUSINESS ADMINISTRATION

17MBAHR401

Course Outline

Course Facilitator	:	Reema Agnes Frank/ Shiny Joseph
Batch	:	2017-2019
Semester	:	IV
No. of Lecture Hours per week	:	05
Internal Assessment Marks	:	20
Total number of Lecture Hours	:	56

Introduction

Public Relations (PR) is about raising your company's authority, building relationships with key people and managing your reputation. Sometimes, PR is being confused with marketing and the importance of public relations is overlooked. But PR is important to increase sales and gain customers. The aim of PR is to inform the public, including your potential customers and business partners.

In today's world, as a CEO or a manager of a company, you've got a lot of information to share. And sharing this information is vital for your success and development, because every customer's objective is to choose a reliable company to collaborate with. The fierce competition obliges us to use every bit of resource we have. So, if previously the ultimate weapon to gaining consumer's trust was marketing, now PR became as much as important.

Of course, the primary focus of public relations is beneficial, but, above all, the best perk of PR is creating a positive public image and building friendly relationships with the media. And having such relationship is directly connected to rise in sales.

Objectives of the course

- To provide an understanding of the fundamentals tools of public relations practice
- To provide a multidisciplinary understanding of the emerging trends in the field of public Relations.
- To provide an understanding of the management of insurance companies

Learning Objectives

The students will be able to

- Gain the insights of Public relations principles and practices.
- Understand the various issues in crisis management

Session Plan

Session	Topics Covered	References
1 to 8	Public Relation: Meaning, Concepts of PR -Proactive and Reactive Approaches – Public Relations Process – Behavioral Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – 20 great truths about Public Relations	1,2
9 to 16	Theoretical basis for Public Relations –Theories of Relationships –Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory – Public Relations roles – Models of Public Relations – Approaches to Conflict Resolutions	1,2
17 to 26	Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee communications – Objectives of Internal media – Starting internal media – controlling internal media - Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators Case: Investing in Employees Pays Off (CJSS) Case: Southwest Airlines – Where Fun, LUV, and Profit Go Hand –in Hand (CJSS) Case: Employee Retention: It is the employer who is on probation (LLHT) Case: Maintaining Employee Relationship in a Tragedy (LLHT) Kodak Communicates One - on - One with All of its Employees (CJSS)	1,2,3,4
27 to 34	Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge of Community Activism Case: Community Relationships Maintained During Hospital Closing (CJSS)	1,2,3,4
35 to 42	Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations Case: Fatal Tiger Attack at San Francisco Zoo (LLHT) Case: There's a Syringe in My Pepsi Can (CJSS)	1,2,3
43 to 56	Issues in Public Relations/Crisis Management – public relations challenges – Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of Compromise –Issue Anticipation – Scenario Technique.	1,2,3

	Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines Case: Take your choice – Tobacco or Health (CJSS) Case: Bhopal – A Nightmare for Union Carbide (CJSS)	
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Text Books

1. "Public Relations – The Profession and Practice", Lattimore, Laskin, Heiman &Toth, third edition, Tata McGraw Hill, 2012 (LLHT)
2. "Public Relations Practices – Managerial Case Studies and Problems" Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
3. Public Relations - Paul Baines, John Egan, Frank Jeffkins, Routledge, 3rd edition, 2007.
4. Public Relations: Concepts, Practice and Critique, Jacquie L'Etang, SAGE, 2007.
5. Public Management – Organizations, Governance and Performance, Laurence J. O' Toole Jr, Kenneth J Meier, 1st edition, Cambridge Publications, 2011.

Pedagogy: Lectures & Case Analysis

Evaluation Scheme

Internal Assessment	:	100	
Assignments	:	05	- 4 assignments
Presentation	:	2.5	- 1 presentation
Attendance & Class Participation	:	2.5	
Total		20	

Faculty Contact Details

Shiny Joseph

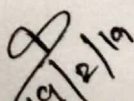
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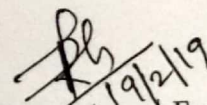
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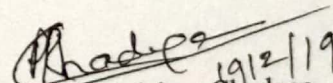
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19/12/19
Shiny Joseph

Class Teacher


19/12/19
Reema Agnes Frank

Class Teacher


19/12/19
Prof. P. Ramakrishna Chadaga

Dean- MBA

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2	4AL16MBA02	AKSHATA GOUDA	9538550624	8310758640	Shankar	9845313038
3	4AL16MBA03	ALVEERA LEBRETTA DSOUZA	9686918585	9900903646	Leo Dsouza	9900903646
4	4AL16MBA04	AMBIKA	9108137311		Shekar Naik I	9632846987
5	4AL16MBA05	ANKITHA K	9148872320	9071148720	Regappagowda K	810560329
6	4AL16MBA06	ANUSHA JOTHSNA TAURO	9741381897	9620996140	Alphons Tauro	9880807782
7	4AL16MBA07	ANWIN REBELLO	7022342607	9845385242	ANTONY REBELLO	9481457580
8	4AL16MBA08	ASHWEJ KUMAR SHETTY	9449380968	9538720343	SHIVARAMA SHETTY	8139919839
9	4AL16MBA09	ASHWITH	8150994325	8105263211	NARAYANA POOJARY	9902644625
10	4AL16MBA10	AZIZ HASAN SAHAB	9620927148	9449473085	HASAN	9611310766
11	4AL16MBA11	CHIRAG S	9632749651		Lokanath Shetty	9480279700
12	4AL16MBA12	DEEVITH DEVADIGA	7760628642	9731579462	Sudhakar Devadiga	9164667518
13	4AL16MBA13	DHEEKSHITHA H R	9591524442	8762383717	H.R.RAGHAVENDRA	9448819035
14	4AL16MBA14	DUSHYANTHA KUMAR YADAV R	9741600944		Ramdas R	
15	4AL16MBA15	GUJARAN VISHWANATH BHAVIRAJ	9930290640	8898050465	VISHWANATH	
16	4AL16MBA16	JENITA ROSA LASRADO	9483236523	9845185096	Jacob Lasrado	9845185096
17	4AL16MBA17	JYOTHI S	9108794891	9141707354	G.SHIVA SHANKAR	9141707354
18	4AL16MBA18	KAMATH DIVYA DAYANANDA	9740915111	8884783698	DAYANANDA H KAMATH	9620026037
19	4AL16MBA19	KAVYASHREE K	9036902620	9980208901	Krishnandha K P	9886796140
20	4AL16MBA20	KIRAN G S	9164624555		SHIKHARAPPA M N	8494945878
21	4AL16MBA21	KOMAL A M	9060979423		Ashwath M R	8123001546
22	4AL16MBA22	LEKHA B B	7760078428	9741848889	B P Biddappa	9901219882

AIE&T Deptt Of Management
Lesson Plan –M O B (I Sem -2018-19 Batch)

Course Objectives:

This course presents a thorough and systematic coverage of management theory and human behavioural practices. It focuses on the basic roles, skills and functions of management with special attention to managerial responsibility for effective and efficient achievement of goals. In other words it provides a comprehensive introduction to Management.

Special attention is given to contemporary issues such as Corporate Social Responsibility, managerial ethics, Multi-national Corporations, ecology and development, globalization, business etiquettes, personal grooming and so on.

This Lesson Plan is intended to act as a guide to the students to plan their studies during the first semester. It briefly explains the

- Course Objectives
- Topics Covered (Units) indicating the number of lectures
- Text Books and reference Books
- Course evaluation method
- Quiz, internal tests and end-term tests

Course Objectives:

Upon completion of the course, students are expected to be able to:

1. understand fundamental concepts and principles of management,
2. be knowledgeable of historical development, theoretical aspects and practice application of managerial process, with emphasis on Indian Society and Indian Ethos.
3. be familiar with interactions between environment, technology, human resources and organizations in order to achieve high performance,
4. be aware of the ethical dilemmas faced by managers and the social responsibilities of businesses, and
5. understand and develop leadership qualities in them, and
6. experience a change in their outlook, personality and attitude at the end of the course.

Teaching – Learning Process: This being a post-graduate programme, students are expected to prepare for the class by going through the chapters from the text books and come prepared for discussions in the class. Even though the teaching will be in the form of lecture with visual aids, (PPP), students are encouraged to present their views and understanding of the topic under discussion. The emphasis is on self-learning under the guidance of the teacher.

Unit I (8 Lectures)

- Definition of Management – Its nature & purpose. Discussion of Key Concepts.
- Management, the process of using organizational resources to achieve the organizational goals by **planning, Organizing, Staffing, Leading and controlling.**
- Evolution of Management thought- Taylor – Fayol to Drucker
- Hawthorne studies –Important mile-stones in the evolution of management thought
- Systems approach to operational management
- Factors responsible for increasing the significance of management in present-day

Unit 2 (10 Lectures)

- Planning – the nature of planning, types of plans, steps in planning process
- Objectives- strategies, policies, planning premises, decision making, M B O
- Evaluation of alternatives-selection of an alternative, programmed and non-programmed decisions
- Modern approaches to decision making under uncertainties.
- Organizing- Nature and meaning of organizing, formal & informal organizations, organizational structure
- Departmentation – Span of control, types of organizations, matrix organization, line & staff relationships
- Centralization & Decentralization –delegation of authority
- Art of delegation – advantages of delegation, delegation problems
- Case study

Unit 3(4 Lectures)

- Controlling-Importance of control, the basic control process, critical points and standards, control as a feed back system
- Types of control-budgetary control
- Case study
- Quiz

Unit 4 (6 Lectures)

- Behavioral Practices –Organizational Behavior—Nature, scope perspective and challenges.
- Foundations of Individual Behavior- Learning, theories of learning,
- Personality, determinants of personality, approaches to personality, traits, concepts and skills. Personality attributes influencing organizational behavior
- Contributing Discipline-Psychology, Sociology, Social-Psychology, Anthropology & Political Science.
- Evolution and OB in India
- Case study

Unit 5(14 Lectures)

- Foundations of Individual Behaviour-Ability
- Intellectual Ability, Physical ability the role of disabilities
- Personality- Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB
- Perception- Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making.
- Attitude- Meaning, Formation, components of attitudes, relation between attitude and behavior.
- Case study.
- Quiz

Unit 6 (10 Lectures)

- Motivation- Meaning, theories of motivation-needs theory, two factor theory, Theory X & Theory Y, application of motivational theories.
- Leadership- Meaning, styles of leadership, leadership theories trait theory behavioural theories, managerial grid, situational theories.
- Case Study.

Assignment- (Practical Components)

The class has been divided into groups of four or five and have been given the following group assignments:

- Studying Organizational Structure and making a presentation and submitting a report.
- Preparing a Leadership profiles of a business leader-presentation-report submission
- Identifying job profile, listing various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified – presentation-report submission.

Recommended Books:

1. **Management –A global perspective** – Harold Koontz & Heinz Weihrich, T M H 12 or 11th Edn
2. **Organizational Behaviour –concepts, controversies, applications-** Stephen Robins, Pearson Education
3. **Organizational Behavior** – Fred Luthans, 11th Edn, TM H
4. **Management – text and cases** – V S P Rao & V Hari Krishna Excel Books New Delhi
5. **Management** -Thomas S Bateman & Scott A Snell, 8th Edn, MGH.
6. **Organizational Behaviour** –Robert Kreitner, & Angelo Kinicki 8th Edn, MGH.

Reference Books:

1. **Management – tasks, responsibilities, practices** –Peter F Drucker-Harper Collins Publishers
2. **Modern Management-** Samuel Certo, Pearson Education
3. **Principles and Practices of Management** – L M Prasad-Sulthanchand & Sons New Delhi
4. **Management & Behavioural Processes** – K Shridhar Bhat – Himalaya Publications.

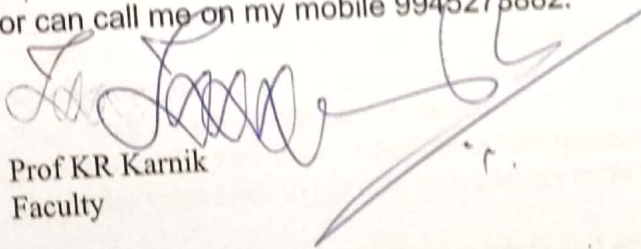
Course evaluation

Students will be evaluated on a 60 : 40 basis, meaning 60% of the marks will be for Semester End examination (SEE) and 40% for Continuous Internal Evaluation (CIE). Criteria for continuous internal evaluation are:

- Internal tests
- Quiz type test and class participation
- Assignments
- Seminars , and
- Attendance

All students may please note, in their own interest, the importance attached to **class participation, quiz type of tests, assignments, seminars, case studies and attendance, besides internal tests**. This means students are required to continuously prepare for classes by going through the relevant chapters, with the help of this Lesson Plan. You are advised to refer as many books as possible to get a wider perspective of the topics so that you can understand the subject well and make effective contribution in the class.

If anyone has any problem in understanding the concepts, may approach me, without any hesitation, at any time. One can also post problems on my email rameshkarnik@gmail.com or can call me on my mobile 9945273882.


Prof KR Karnik
Faculty

Counter Signed

Prof P R Chadaga
Dean Deptt. Of Management

CASE STUDIES

"LEFT OR RIGHT"

Rajinder Kumar was a production worker at Competent Motors which made components and accessories for the automotive industry (CML). He had worked at CML for almost seven years as a welder, along with fifteen other men in the plant. All had received training in welding, both on the job and through company – sponsored external programmes. They had friendly relations and got along very well with one another. They played volleyball in the playground regularly before retiring to the quarters allotted by the company. They are together in the company canteen, cutting jokes on each other and making fun of anyone who dared to peep into their privacy during lunch hour. Most of the fellows had been there for quite some time, except for two men who had joined the ranks only two months back.

Rajinder was generally considered to be the leader of the group, so it was no surprise that when the foreman of the department was transferred and his vacancy was announced, Rajinder applied for the job and got it.

There were only four other applicants for the job, two from mechanical section and two from outside. When there was a formal announcement of the appointment on a Friday afternoon, everyone in the group congratulated Rajinder. They literally carried him on their shoulders and bought him snacks and celebrated the event enthusiastically.

On Monday morning, Rajinder joined duty as Foreman. It was company practice for all foremen to wear blue jacket and a white shirt. Each man's coat had his name badge sewn onto the left side pocket. The company had given two pairs to Rajinder. He was proud to wear the coat to work on Monday.

People who saw him from a distance went up to him and admired the new blue coat. There was a lot of kidding around calling Rajinder as 'Hero', 'Raja Babu', 'Raja Saab' and so on. One of the workers went back to his locker and returned with a long brush and acted as though he were removing dust particles on the new coat. After about five minutes of kidding around, all of the men went back to work. Rajinder went back to his new office to get more familiar with his new job and environment there.

At lunch time all the men broke for lunch and went to the canteen to eat and enjoy fun as usual. Rajinder was busy when they left but followed after them a few minutes later. He bought the food coupon, took the snacks and tea and turned to face the open canteen. Back in the left side corner of the room was his old work group; on the right-side of the canteen sat all the other foremen in the plant- all observed in their blue coats.

At that point of time, silence descended on the canteen. Suddenly both groups looked at Rajinder anxiously, waiting to see which group he would eat with.

Questions.

- Whom do you think Rajinder will eat with? Why?
- If you were one of the other foremen, what could you do to make Rajinder's transition easier?
- What would you have done if you were in Rajinder's shoes? Why?

ABC Ltd.- 'A HOUSE IN DISORDER!'

M/s ABC Ltd is a medium sized engineering company producing a large-range of product lines according to customer requirements. It has earned a good reputation as a quick and reliable supplier to its customers because of which its volume of business kept on increasing. However, over the past one year, the managing director of the company has been receiving customer complaints due to delays in dispatch of products and at times, the company has to pay substantial penalty for not meeting the schedule in time.

The MD convened an urgent meeting of various functional managers to discuss the issue. The Marketing Manager questioned the arbitrary manner of giving priority to products in manufacturing line, causing delays in products that are in great demand and over-stocking of products which are not required immediately. Production control manager complained that he does not have adequate staff to plan and control the production function; and whatever little planning he does, is generally overlooked by shop floor manager. Shop floor manager complained of unrealistic planning excessive machine breakdowns, power failure, shortage of materials for scheduled products because of which its impossible to stick to the schedule. Maintenance manager, say that he does not get important spares required for equipment maintenance because of which he cannot repair machines at a faster rate. Inventory control manager says that on the one hand the company often accuses him of carrying too much stock and on the other people are grumbling over shortages.

Fed up by mutual mud-slinging, the director decided to appoint you, a bright management consultant with training in business management from JKSHIM to suggest ways and means to put his "house in order."

Questions:

- How would you examine if there is any merit in the remarks of various functional managers?
- What, in your opinion, could be the reasons for different managerial problems brought out by various heads of departments?
- What are your suggestions to put the "house in order"?

BACK TO SQUARE ONE !

1. SK Engineering Ltd., is a multi-location light engineering company with manufacturing facilities at Hyderabad, Pondicherry and Indore. The company adopted budgetary system with emphasis on production and expense budgets. The budget targets used to be set on the basis of analysis of production facilities and production operations. While two units located at Hyderabad and Podicherry were working properly, Indore unit was not able to meet the targets.
2. Mr. Madan Mohan, was transferred to Indore unit as a plant manager who has been the assist Plant Manager at the Hyderabad unit for nearly 10 years. Mr Madan had joined the company as an engineer trainee after obtaining his degrees in engineering and MBA. Right from his early days at the Hyderabad unit he has been very ambitious and a little autocratic. He believed in getting the things done through effective exercising of authority and control.
3. Immediately after joining the Indore plant, Madan made preliminary study of the working environment at the plant and issued instructions to all the departmental heads to reduce the cost by 5%. Though, initially there was some resistance by the Assistant Plant Managers and Supervisors, with in a short span of 30 days, production was up by 10%. A fortnight later he instructed all departments to increase production of 20% and instructed the supervisors to strictly adhere to the targets. He introduced several new reporting systems and watched the operations very closely. He suspended two supervisors in the second month for not meeting the targets. Subsequently three supervisors left the plant themselves. With all his efforts, the unit was very much on the right track and within six months exceeded the new budgeted figures by 18%. On setting the plant right, he was called back to Hyderabad unit as plant manager where vacancy arose. However, shortly after Madan left for Hyderabad to join the biggest unit of the company, the productivity at Indore unit fell sharply below the earlier levels.

Analyze the above case and answer the following questions:

- Explain the type of organizational climate created by Madan at the Indore Unit.
- Why was there a drop in productivity at the unit after Madan left it ?
- Do you think That Madan should improve his leadership skills? Why and how?

OH GAYATRI, WHERE IS MY ITEM?

1. Gayatri Devi works for the book store on the campus of VTU. Reporting to the book store manager, her main responsibility is to ensure ancillary item like clothing, gifts and novelty items are available for sale. Each semester, Gayatri has to decide which items are to be stocked and also which specialty or seasonal items might be needed. To order goods, Gayatri is required to fill out a purchase order, identifying the number of items ordered and their costs. This purchase order is filed until she received the bill of sale that accompanies the invoice at delivery. When the goods arrive, she is to log them to her inventory system, check the goods and the quantity ordered and prices. After proper verification, she is to sign the invoice and forward the same to the book keeper, who handles all moneys in the book store.
2. She is then to unpack the items and place them in order in their spots in the stock room. Unfortunately, just placing goods into inventory does not create a sale. So Gayatri also has to set up displays on the book store floor, continuously monitor the shelves as well as restock low supplies wherever required. In addition, Gayatri also has to keep track of goods sold. She needs to have this information entered in her inventory system, so that she does not run out of things that are selling. In an effort to help track inventory, Gayatri receives cash register receipts twice daily during her shift. That way, when a particular point is reached in terms of remaining inventory, she can complete another purchase order – and start the process over again.
3. Gayatri is also required to meet weekly with her coworkers to coordinate a variety of activities. For example, she and the person responsible for text books meet to discuss space utilization. At times, like the beginning of a semester, more space is needed for textbook sales. After the first week of classes, however the text book space is reduced, enabling Gayatri to set up more ancillary item displays. Similar meetings take place with individuals responsible for snacks, personal hygiene products, office supplies and stationary.

Questions:

- What type of employee grouping does Gayatri work under?
- What are the strengths and weaknesses of this type of grouping?
- If you were asked to decide how best to group employees and activities in the book store so that it is more efficient from a customer (student) stand point, what would that grouping be like? Explain

MADE IN JAPAN!

1. One aspect of Japanese management widely misunderstood is lifetime employment. Many Japanese workers legally have never had lifetime employment guarantees. Even among managers it frequently is not a legal requirement contractually agreed on between companies and their managerial personnel. Thus some non-Japanese observers have argued that it does not play nearly so important a role in Japanese management as is frequently assumed. On the other hand, although lifetime employment is seldom a legal contract, it is a social contract.
2. Japanese people are expected to be loyal and stay with one employer for life, and that employer is expected to be loyal and to employ them for life. Because of such social contracts, some estimates are that up to two thirds of Japan's workers expect lifetime employment in some form or another. But just as laws can be re-written and contracts re-negotiated, customs and traditions can change, although they are agonizingly slow to do so.
3. The worst Japanese economic recession in decades began in the early 1990s. Initially, many companies tried to provide protection for some employees, trimming bonus and overtime compensation rather than personnel. When that proved insufficient, companies such as IBM Japan resorted to early retrenchment packages to reduce employment and hence, labor costs. Performance based compensation and advancement systems are being implemented but their impact will be gradual and long term. But even these changes may not be sufficient.
4. Executives of numerous Japanese companies system, seniority based compensation systems, aspects of management structure such as consensus decision making, and the expectation of lifetime employment. Re-engineering that stresses improvement in economic value added of the production process instead of just reducing numbers of employees is becoming common in Japan, but life time employment is being maintained thus far. Indeed, when Pioneer Electric Corporation announced that it planned to lay off thirty five top level employer, the outcry was so strong and widespread that it cancelled the layoffs.
5. Part-time and contract employees are not covered by lifetime employment expectations and so are increasingly being sued as yet another way to reduce costs. Those employees frequently work ten hours a day, and hence, actually contribute substantially to the work being performed. Expanding the use of part time and contract employees, then, could reduce labor costs while continuing the concept of lifetime employment for a core of full time employees. Other approaches to reduce labor costs include granting leaves of absence to workers while they seek new jobs and reducing new hires. In addition, many companies are reducing lower skilled positions held by women and cutting female career track positions because women were never expected to have lifetime employment. Indeed, in 1993 at Nissan Motor Co., 180 persons were hired, only 5 of whom were women.

QUESTIONS:

- What the major features of Japanese management are as learnt from the case study?
- In what way do they seem to be helping and hindering the adjustment of Japanese companies to changing economic conditions?
- What are the long term effects likely to be if the techniques being used by Japanese companies is to reduce labor costs while maintaining some semblance of lifetime employment?
- What would be the costs and benefits of lifetime employment to an Indian Company?

SUKHI ROTI & THANDA PANI!

1. Mr. Sumanth joined as manager (HR) in PP & Co Ltd., Bangalore after doing his MBA from a reputed management institute and a three month long training in Industrial Management from USA, with special emphasis on 'managing men at work.' Sumanth was young, energetic, hard working and believed in results. Before proceeding for MBA and advanced training in Industrial Management in USA, he had fifteen years of experience in India, in different capacities.
2. When Mr. Sumanth joined PP & Co Ltd., its office time was 1030 am to 5.30pm on all the days- Mondays through Saturday. He felt that the timing should be changed to 1000am to 6.00pm and five days week shall be Implemented. He thought that getting two days off at the weekend would be a welcome change and some of the Govt holidays for events, which are not celebrated by the majority of the workers could be avoided. He announced, and implemented the change officially.
3. No one reacted initially, but after two weeks when he had to announce that contrary to earlier years' practice, the company would work on a day a small section of the workers, celebrate a local festival, a group of workers approached Mr. Sumanth. They submitted a written memorandum signed by all the office personnel requesting that the old timing be restored. Mr. Sumanth did not yield to this demand. However, he was convinced that the first step was to build co-operative spirit among; his employees through informal interactions. Therefore, he planned a scheme of having monthly dinner party of all members of the office. All the members were required to bring their home-made dishes. Their wives and children were to be encouraged to attend the monthly dinner party. The scheme was announced in the information bulletin of the company, wherein, suggestions were also sought from the employees. Two weeks elapsed and no suggestions came. On one occasion, as the day of the dinner meeting was fast approaching Sumanth overheard the following conversation between two of his colleagues.

First one: "So, what are you bringing for the party?"

I will bring 'Sukhi-Roti.'

Second one: "I will bring thanda pani." (Both laughed)

Mr. Sumanth felt that nobody appeared to have taken his scheme seriously.

Analyze the above case and answer the following questions:

- Why were Mr. Sumanth's ideas not supported by his colleagues?
- How would you have proceeded in this; matter if you were to be in Mr. Sumanth's position?

'GM PANIC' VS MANAGER 'COOL-CAT'

The General Manager (Production) at the Bhadravathi Steel Plant was giving the manager production department, Mr. Ramesh, a hard time for not doing anything about his work group which was perpetually coming late to work and was behind schedule in the performance quotas for several months now. The contention of the general manager was that if the production crew was consistently tardy, the production process was delayed by about 15 minutes on average per member per day, and there was no way for the department to meet the assigned quotas. "They are losing about 6 to 8 hours of production time per member per month and you don't seem one bit concerned about it", he yelled at the manager. He added that he was pretty upset about the 'lax management style' of the manager and very clearly stated that unless the manager did something about the tardiness problem, another manager who can "manage the crew effectively" will have to be found. Mr. Ramesh knows that he has an able and good group of workers, but he also realizes that they are bored with their work and do not have enough incentives to meet the production quotas. Hence, they seem to respond to the situation by taking it easy and coming late to work by a few minutes everyday. Mr. Ramesh has also noticed that they were taking turns leaving the work place a few minutes early in the evenings. Even though Mr. Ramesh was aware of all this, he pretended not to notice the irregularities and was satisfied that once the workers started their work they were pretty good at their jobs and often helped to meet rush orders whenever they know that Mr. Ramesh was in a bind.

- What are the managerial qualities found in Mr. Ramesh?
- What is the problem in the production department of the steel plant?
- What do you think about the behavior of the General Manager with Mr. Ramesh?
- What intervention strategies Mr. Ramesh could use to avoid the problems?

NERVOUS NARAYAN

Narayan is an engineer in a large design engineer's office. He hails from a poor but disciplined family. The family has a rural background. For Narayan it was 'earn while you learn.' Yet he completed his engineering with architecture as his major and obtained distinction in degree.

2. Naryan is intelligent, capable and hard working. But his main problem is that he does not want to take risks. He hesitates to make decisions by himself and often brings petty and routine problems to his boss or to peers for decisions. Whenever he does a design job, he brings it in rough draft to his boss for approval before finalizing it.

3. Since Naryan is a capable person, his boss wants to motivate him to be more independent in his work. However, the boss is not sure how to go about motivating Narayan to take initiative in his work.

- In the role of the boss, plan how you will motivate Narayan. Give reasons.
- What are the conceptual issues behind this case study?

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

Moodbidri

COURSE BOOK



Period of the Semester : From 5 Oct 2018 To 31 Jan 2019

Dept-Sem-Sec : MBA-1-A

Subject with Code : MANAGEMENT AND BEHAVIOURAL PROCESS 18MBA11

Time Slot

Mon :		
Wed :	11:10 - 12:05	12:05 - 13:00
Fri :		
Tue :	11:10 - 12:05	12:05 - 13:00
Thu :	14:00 - 14:55	
Sat :		

Name of the Teacher : Mr K. Ramesh Karnik

AIET		Lesson Plan & Execution	
Name of the Faculty		Mr K. Ramesh Karnik ,Mr P R Chadaga	
Dept-Sem-Sec :		MBA-1-A	
Date of Commencement		5 Oct 2018	
Last working day of Semester		31 Jan 2019	
Source Material List			
1		Essentials of Management-Koontz, 8/e, McGraw Hill	
2		Management: Text and Cases-VSP Rao, Excel BOOKS	
3		MGMT and ORGB, Chuck Williams, James Cambell, Manjunath & Sandhya Cengage Publications, 2018	
4		Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012.	
5		Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House,	
6		Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.	
1		Masters of Management Thought – MahanandCharati& M MMunshi, Sapna Book House, Bangalore, 2015.	
2		Principles and practices of Management, KiranNerkar, Vilas Chopde, Dreamtech Press, 2011	
3		Management Theory & practice – Chandan J. S, Vikas Publishing House.	
4		Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.	
5		Management and Organizational Behaviour - Laurie J Mullins, Pearson education	
6		Organizational Behaviour, Aquinas P. G, Excel Books.	

1		
2		Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.
3		Understand the overview of management, theory of management and practical applications of the same.
4		Effectively use their skills for self-grooming, working in groups and to achieve organizational goals
5		Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.
Subject Name		Understand and demonstrate their exposure on recent trends in management.
		MANAGEMENT AND BEHAVIOURAL PROCESS

Period	Planned			Execution		
	Date	Topic	Source material to be referred	Date	Topic	Source material to be referred
Module 1						
1	17 Oct 2018	Management, Introduction		17 Oct 2018	Management, Introduction	
2	17 Oct 2018	Definition of management, Nature		17 Oct 2018	Definition of management, Nature	
3	23 Oct 2018	Purpose and Functions, Levels and types of managers		23 Oct 2018	Purpose and Functions, Levels and types of managers	
4	23 Oct 2018	managerial roles		23 Oct 2018	managerial roles	
5	24 Oct 2018	skills for managers		24 Oct 2018	skills for managers	
6	24 Oct 2018	evolution of management thought		24 Oct 2018	evolution of management thought	
7	25 Oct 2018	Fayol 's fourteen principles of management		25 Oct 2018	Fayol 's fourteen principles of management	
8	30 Oct 2018	Recent trends in management		30 Oct 2018	Recent trends in management	
Module 2						
9	31 Oct 2018	Nature of Planning, Planning Process, Objectives		31 Oct 2018	Nature of Planning, Planning Process, Objectives	
10	31 Oct 2018	MBO, Strategies, level of strategies		31 Oct 2018	MBO, Strategies, level of strategies	
11	6 Nov 2018	policies, methods and programs, Planning Premises		7 Nov 2018	policies, methods and programs, Planning Premises	
12	6 Nov 2018	Decision-making, Process of decision-making		7 Nov 2018	Decision-making, Process of decision-making	
13	13 Nov 2018	Types of decisions, Techniques in decision-making		13 Nov 2018	Types of decisions, Techniques in decision-making	
14	13 Nov 2018	Organization structure, Formal and informal organizations, Functional		13 Nov 2018	Organization structure, Formal and informal organizations, Functional	
15	14 Nov 2018	divisional, geographical, customer based and matrix organizations		14 Nov 2018	divisional, geographical, customer based and matrix organizations	

Planned			Execution		
Period	Date	Topic	Source material to be referred	Date	Topic
16	14 Nov 2018	tram based structures, virtual organizations, boundary less organizations		14 Nov 2018	tram based structures, virtual organizations, boundary less organizations
17	15 Nov 2018	Principles of organizations-chain of command, span of control, delegation		15 Nov 2018	Principles of organizations-chain of command, span of control, delegation
18	20 Nov 2018	decentralization, and empowerment		20 Nov 2018	decentralization, and empowerment
Module 3					
19	22 Nov 2018	Meaning, importance of controlling		22 Nov 2018	Meaning, importance of controlling
20	27 Nov 2018	controlling process		27 Nov 2018	controlling process
21	27 Nov 2018	types of control		27 Nov 2018	types of control
22	28 Nov 2018	factors influencing control effectiveness		28 Nov 2018	factors influencing control effectiveness
Module 4					
23	29 Nov 2018	Organizational Behaviour, Introduction		29 Nov 2018	Organizational Behaviour, Introduction
24	5 Dec 2018	definition		5 Dec 2018	definition
25	5 Dec 2018	fundamental principles of OB		5 Dec 2018	fundamental principles of OB
26	6 Dec 2018	contributing disciplines		6 Dec 2018	contributing disciplines
27	11 Dec 2018	challenges and opportunities		11 Dec 2018	challenges and opportunities
28	11 Dec 2018	Evolution & Organizational Behavior in India		11 Dec 2018	Evolution & Organizational Behavior in India
Module 5					
29	12 Dec 2018	Individual behaviour		12 Dec 2018	Individual behaviour
30	12 Dec 2018	Foundations of individual behaviour		12 Dec 2018	Foundations of individual behaviour
31	13 Dec 2018	Ability		13 Dec 2018	Ability
32	18 Dec 2018	Intellectual abilities		18 Dec 2018	Intellectual abilities
33	18 Dec 2018	Physical ability		18 Dec 2018	Physical ability
34	19 Dec 2018	the role of disabilities		19 Dec 2018	the role of disabilities

Period	Planned			Execution		
	Date	Topic	Source material to be referred	Date	Topic	Source material to be referred
35	19 Dec 2018	Meaning, formation		19 Dec 2018	Meaning, formation	
36	20 Dec 2018	determinants, traits of personality		20 Dec 2018	determinants, traits of personality	
37	26 Dec 2018	big five and MBTI, personality attributes influencing OB				
38	26 Dec 2018	Process of perception				
39	27 Dec 2018	factors influencing perception				
40	1 Jan 2019	link between perception and individual decision-making				
41	1 Jan 2019	Formation				
42	2 Jan 2019	components of attitudes				
43	2 Jan 2019	relation between attitude and behaviour				
Module 6						
44	3 Jan 2019	Meaning				
45	8 Jan 2019	theories of motivation-needs theory				
46	8 Jan 2019	two factor theory				
47	9 Jan 2019	Theory X and Y				
48	9 Jan 2019	application of motivational theories				
49	10 Jan 2019	Meaning, styles of leadership				
50	15 Jan 2019	leadership theories, trait theory				
51	15 Jan 2019	behavioural theories				
52	16 Jan 2019	managerial grid				
53	16 Jan 2019	situational theories				

Module No.	# of Classes Planned (till date)	Planned Effort (till date)	# of Classes Executed (till date)	Actual Effort (till date)	% Coverage
8		7hrs 20min	8	7hrs 20min	100.0
10		9hrs 10min	10	9hrs 10min	100.0
4		3hrs 40min	4	3hrs 40min	100.0
6		5hrs 30min	6	5hrs 30min	100.0
15		13hrs 45min	8	7hrs 20min	53.33
3		2hrs 45min	0	0hrs 0min	0.0

Faculty in charge

HOD's Signature

Signature of Principal (&remark if any)

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

DEPARTMENT OF BUSINESS ADMINISTRATION

MANAGERIAL COMMUNICATION

· Section A & B

(18MBA16)

Course Outline

Course Facilitator	:	Johnson Fernandes
Batch	:	2018-2020
Semester	:	I
Internal Assessment Marks	:	40
Total number of Lecture Hours	:	56

Introduction

Effective **Communication** is significant for managers in the organizations so as to perform the basic functions of management. It plays an important role in each and every organisation.

Course Outcomes:-

The students will be aware of their communication skills and know their potential to become successful managers.

The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.

The students will be introduced to the managerial communication practices in business those are in vogue.

Students will get trained in the art of business communication with emphasis on analysing business situations.

Students will get exposure in 'drafting business proposals to meet the challenges of competitive environment

Session Plan

Session	Topics Covered	References
1,2 & 3	Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management	1,2,3
4& 5	Communication structure in organization – Communication in conflict resolution	1,2,3
6,7 &8	Communication in crisis. Communication and negotiation	1,2
9&10	Communication in a cross-cultural setting	1,2
11	Case Study	1,2,3
12,13 &14	Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy:	1,2,3
15 &16	two sides of effective oral communication.	1,2
17, 18 &19	Modes of Oral Communication - Listening as a Communication Skill, Non-verbal communication	1,2,3
20	Case Study	
21, 22 &23	Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically	1,2
24 & 25	The 3X3 writing process for business communication: Pre writing	1,2,3,4

26	Case study	
27, 28 & 29	Writing - Revising - Specific writing features - Coherence - Electronic writing process.	1,2,3
30, 31 & 32	Business Letters and Reports: Introduction to business letters - Types of Business Letters - Writing routine and persuasive letters	1,3,4
33, 34	Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports	1,2,3
35,36 & 37	Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation - Writing memos	1,2,3
38, 39, 40	Media Management: The press release - Press conference - Media interviews Group Communication	1,2,3
41, 42, 43 & 44	Meetings - Planning meetings - objectives - participants - timing - venue of meetings. Meeting Documentation: Notice, Agenda, and Resolution & Minutes	1,2,3,4
45, 46, 47, 48	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.	1,2,3
49	Case study	2,3,4
50, 51	Negotiation skills: What is	1,2,4

	negotiation - Nature and need for negotiation - Factors affecting negotiation - Stages of negotiation process - Negotiation strategies	
52, 53, 54	Employment communication: Introduction - Composing Application Messages - Writing CVs - Group discussions - Interview skills Impact of Technological Advancement on Business Communication - Technology-enabled Communication	
55 & 56	Communication networks- Intranet-Internet-E-mails-SMS- teleconferencing - videoconferencing	1,2,3,4

Text Books

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



BRANCH : MBA

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DEPARTMENT OF BUSINESS ADMINISTRATION (MBA)

FACULTY PARTICIPATION ACKNOWLEDGEMENT

ATTENDANCE RECORD

DATE : 26.01.2019

SL. NO.	FACULTY NAME	SIGNATURE
1.	Prof. P Ramakrishna Chadaga	
2.	Dr. G V Joshi	
3.	Dr. Claret Mendonca	
4.	Dr. R Wranton Perez	
5.	Dr. Nagendra S	
6.	Mrs. Shiny Joseph	
7.	Mr. Yogesh Dixit	ON LEAVE WITH PERMISSION
8.	Mr. Dharmananda M	
9.	Mrs. Reema Frank	
10.	Mr. Johnson Fernandes	



ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

DEPARTMENT OF BUSINESS ADMINISTRATION

PRINCIPLES AND PRACTICES OF BANKING

(14MBAFM301)

Course Outline

Course Facilitator	:	Dr. Nagendra S.
Batch	:	2016-2018
Semester	:	III
No. of Lecture Hours per week	:	05
Internal Assessment Marks	:	20
Total number of Lecture Hours	:	56

Introduction

The role of banks in economic development is to remove the deficiency of capital by stimulating savings and investment. A sound banking system mobilizes the small and scattered savings of the community, and makes them available for investment in productive enterprises.

In any plan of economic development, capital occupies a position of strategic importance. No economic development of sizable magnitude is possible unless there is an adequate degree of capital formation. A very important characteristic of an under-developed economy is deficiency of capital which is the result of insufficient savings made by the community.

In this connection, the banks perform two important functions

- (a) They mobilize deposits by offering attractive rates of interest, thus converting savings,, which otherwise would have remained inert, into active capital.

(b) They distribute these savings through loans among enterprises which are connected with economic development. In this way, they promote the development of agriculture, trade and industry.

It is difficult to see how, in the absence of banks, could small savings be stimulated or even made possible. It is also difficult to see who would distribute these savings among entrepreneurs. It is through the agency of the banks that the community's savings automatically flow into channels which are productive.

This course provides students insight into basic understanding on banking principles and practices by way of theory and hands on experience through practical components like studying the Universal banking, Cross selling concepts, customer profiling, and advertisement and publicity efforts of banks

Objectives of the course

- To discuss the banking system and structure in India
- To understand the nature of banker-customer relationship
- To comprehend the technological up gradation and application in banking
- To provide an understanding of asset liability management in banks

Learning Objectives

Upon completion of the course, the students will be in a position to appreciate and visualize application areas pertaining to –

- Banking system and structure in India
- Banker and customer relationship
- Negotiable instruments Act 1881
- Concept of Universal Banking, Home banking Internet Banking Mobile Banking, Core Banking smart cards, MICR, ECS ,EFT NEFT, RTGS
- Overdraft facilities and discounting of bills
- Asset liability management in Banks

Session Plan

Session	Topics Covered	References
1 & 2	Banking system and structure in India. Evolution of Indian Banks- Types of Banks	1,3,5
3 ,4 & 5	Commercial Banking-Structure – Functions, Role in Socio Economic Development, Credit creation and deployment of funds	1,2,3,4,5
6 & 7	Role of reserve bank of India and	1,2,3,5

	GOI as regulator of banking system-Provisions of Banking Regulation Act & Reserve Bank of India Act.	
8	Quiz & Case Analysis	
9,10&11	Banker and Customer –Types of relationship between banker and customer-bankers obligations to customers-Right of lien, setoff, appropriation-Bankers legal duty of disclosure and related matters	1,2,3,5
12,13&14	Customers accounts with banks-opening operation-KYC norms and operation	1,2,3,5
15 &16	Types of accounts and customers-Nomination-Settlement of death claims	1,2,3,5
17	Quiz & Case Analysis	
18 & 19	The negotiable instruments Act 1881-Features of Negotiable instruments-Important concepts and explanations under the negotiable Instruments Act	1,2,3,5
19, 20 &21	The paying banker-Dishonour of Cheques-Negotiations-Endorsement-The Collecting Banker-Negligence	1,2,3,4,6
22	Bills of exchange and promissory note-Discharge of Negotiable instruments-Hundis	1,2,5
23	Quiz & Case Analysis	
24 &25	Banking Technology –Concept of Universal Banking-Home Banking-ATMS-Internet Banking	1,5,6
26 27, &28	Mobile Banking-core banking solutions-debit credit and smart cards-electronic payment systems-MICR- Cheque	1,5,6
29 & 30	ECS-EFT-NEFT-RTGS	1,5,6
31	Quiz & Case Analysis	
32,33 &34	International Banking-Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of credit	3,4,5,6
35 & 36	Foreign currency loans, facilities for exporters and importers	1,2,3,4

37& 38	Role of ECGC RBI and EXIM Bank	1,3,4,5,6
39	Quiz & Case Analysis	
40, 41 & 42	Banker as lender-Types of loans –Overdraft facilities – Discounting of bills-Financing book debts and supply bills-Charging of Security bills	1,3,4,5,6
43, & 44	Financing book debts and supply bill	1,3,4,5,6
45& 46	Charging of security bills – pledge-mortgage-assignment	1,2,4,5,6
47	Quiz & Case Analysis	
48,49 &50	Asset Liability Management (ALM) in Banks: Components of Liabilities and Components of Assets,	1,2,3,4,6
51,52 &53	Significance of Assets Liability Management Purpose and objective. Prerequisites for ALM,	3,4,5,6
54&55	Assets and Liabilities Committee (ALCO) –Activities of ALCO	3,4,5,6
56	Quiz & Case Analysis	

Text Books

1. Principles and practices of Banking –IIBF , 2/e Machmilla, New Delhi
2. Elements of Banking Insurance –Jyothsna Sethi & Nishwan Bhatia 2nd Edition, PHI 2009
3. Bank Management-Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.
4. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, 2nd edition, Pearson, 2011
5. Banking Theory and Practices, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House 2011
6. Modern Banking: Theory and Practice, Muraleedharan D, PHI, 2013

Pedagogy: Lectures & Case Analysis

Evaluation Scheme

Internal Examinations	:	08
Assignments	:	04
Presentation	:	04
Attendance & Class Participation	:	04
Total		20

Faculty Contact Details

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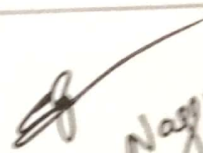
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Department of Business Administration

Investment Banking & Financial Services [17MBAFM302]

Course Outline

Course facilitators	: Prof. Dharmanand M
Batch	: 2016-2018
Semester	: Third
No. of sessions	: 56
Duration	: August - November 2018

Investment bank is a global financial institution that assists corporations and governments in raising capital by underwriting and acting as the agent/underwriter in the issuance of securities. Investment Banks serve as a bridge between large corporations and investors

Objectives of the Course

- To explain the role of depositories and custodians
- To provide an in depth understanding of the financial services like factoring, venture
- Capital, leasing and hire purchase.
- To familiarize the students with working of Housing finance and non banking finance
- Companies
- To explain the concepts and developments in microfinance, credit rating and securitisation

Learning Objectives

Upon completion of the course, the students would be in a position to appreciate and visualize application areas pertaining to -

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



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Session plan

Session	Topics Covered	References
1,2	Introduction-Functions of Investment Banks- Types of Investment Banks- Investment Banking Services- Merchant Banking Services- Issue Management-Pre issue and Post issue obligations- Changing landscape of Investment Banking	1,2
3,4,5	Regulation of the Capital Market- SEBI regulations for merchant bankers, brokers and sub brokers	1,2,3
6	Intermediaries and portfolio managers.	1,2,3
7	Underwriting: Concept	1,2,3
8,9,10	Devolvment - Business model - Underwriting in fixed price offers and book built offers.	1,2,3,4
11,12	Depository System: Objectives, activities, interacting systems, role of depositories and their services	1,2,3,4
13	Advantages of depository system	2,3,4
14,15	NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.	1,2,3,4
16,17,18	Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996- Registration of depository and participant	1,2,3,4
19	Rights and Obligations of depositories and Participants.	3
	I Internal	
20,21	Housing Finance: Role, Types of housing loans,	1,2,3
22,23	Institutions and banks offering Housing Finance, Procedure and Interest rates.	1,2,3
24,25,26	Income Tax Implication. Reverse mortgage loan. Non-Banking Finance Companies: Types, Growth, Functions, RBI Guidelines, Prudential Norms.	1,2,3
27,28,29	Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India	1,2,3
30,31,32	Forfeiting: Origin, characteristics, benefits, difference between factoring and forfeiting,	1,2,3,4



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33,34	Growth of forfeiting in India.	1,2,3
35,	Securitization of debt: Meaning,	1,2,3
36,37	Features, Special Purpose Vehicle, Types of securitisable assets. Benefits of Securitization. Issues in Securitization.	1,2,3,4
	II Internal	
38,39,40	Venture Capital: Concept, features, Origin and the current Indian Scenario. Private equity- Investment banking perspectives in private equity	1,2,3
41,42	Microfinance: The paradigm - NGOs and SHGs - Microfinance delivery mechanisms - Future of micro finance.	1,2,3,4
43,44,45,46	Credit Rating : Definition & meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies. Rating agencies for SMEs	1,2,3
47	Leasing: Concepts, Steps in Leasing Transactions,	1,2,3,4
48,49,50	Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement	1,2,3
51,52,53, 54,55,56	Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision. Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.	1,2,3,4
	III Internal Assessment	

Text Books

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

Pedagogy: Lectures, Case analysis



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Evaluation Scheme

Internal Assessment	:	10
Assignments	:	5
Presentations	:	2.5
Attendance & Class Performance	:	2.5
Total	:	20 Marks
External Assessment	:	80 Marks

FACULTY CONTACT DETAILS

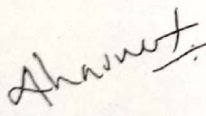
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