



**KRISHNA UNIVERSITY:: MACHILIPATNAM**  
**COURSE STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION**  
**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**  
**W.E.F. 2022-23 (R-22 Regulations)**

**I SEMESTER**

Course Code	Course Name	Teaching Hours/ week			CORE / IDC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA 101	Management Process & Organizational Behavior	4	0	0	Core	30	70	4
22MBA 102	Managerial Economics	4	0	0	Core	30	70	4
22MBA 103	Business Environment and Business Laws	4	0	0	Core	30	70	4
22MBA 104	Financial Reporting and Analysis	4	1	0	Core	30	70	4
22MBA 105	Business Analytics for Managerial Decision Making	4	1	0	Core	30	70	4
22MBA 106	Managerial Communication	3	1	0	Core	30	70	3
22MBA 107	Personality Development through Life Enlightenment Skills	3	1	0	Core	30	70	3
<b>LAB/PRACTICAL/FIELD WORK</b>								
22MBA 108	MS Excel & Accounting Tally	0	4	0	Core	30	70	2
<b>TOTAL FOR FIRST SEMESTER</b>		<b>26</b>	<b>08</b>	<b>0</b>	<b>-</b>	<b>240</b>	<b>560</b>	<b>28</b>

**II SEMESTER**

Course Code	Course Name	Teaching Hours/ week			CORE / IDC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA 201	Marketing Management	4	0	0	Core	30	70	4
22MBA 202	Human Resource Management	4	0	0	Core	30	70	4
22MBA 203	Financial Management	4	0	0	Core	30	70	4
22MBA 204	Entrepreneurship & Small Business Management	3	1	0	Core	30	70	3
22MBA 205	Research Methodology & IPR	3	1	0	Core	30	70	3
22MBA 206	Operations Research	4	1	0	Core	30	70	4
<b>DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY ONE)</b>								
22MBA 207(I)	Leadership and Change Management	4	0	0	DSE	30	70	4
22MBA 207(II)	Consumer Behavior	4	0	0	DSE	30	70	4
22MBA 207(III)	Cost and Management Accounting	4	0	0	DSE	30	70	4
<b>LAB/PRACTICAL/FIELD WORK</b>								
22MBA208	Selling & Negotiation skills	0	4	0	Core	30	70	2
<b>TOTAL FOR SECOND SEMESTER</b>		<b>26</b>	<b>7</b>	<b>0</b>	<b>-</b>	<b>240</b>	<b>560</b>	<b>28</b>
At the end of 2 <sup>nd</sup> semester, every student must undergo summer Internship/ Apprenticeship/Project work/Industrial Training/Research based Project work for Six weeks and must prepare a report concerned as per approved project guidelines and submit the same to the University 14 days before the commencement of third semester end examinations.								

### III SEMESTER

Course Code	Course Name	Teaching Hours/ week			CORE / IDC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA 301	Strategic Management	3	0	0	Core	30	70	3
<b>DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY FIVE)</b>								
22MBA302(I)	B2B Marketing	4	1	0	DSE	30	70	4
22MBA302(II)	Product & Brand Management	4	1	0	DSE	30	70	4
22MBA302(III)	Digital Marketing	4	1	0	DSE	30	70	4
22MBA302(IV)	Customer Relationship Management	4	1	0	DSE	30	70	4
22MBA302(V)	Human Resource Planning and Development	4	1	0	DSE	30	70	4
22MBA302(VI)	Performance & Reward Management	4	1	0	DSE	30	70	4
22MBA302(VII)	Managerial Competencies and Employee Development	4	1	0	DSE	30	70	4
22MBA302(VIII)	Behavioral Finance	4	1	0	DSE	30	70	4
22MBA302(IX)	Security Analysis and Portfolio Management	4	1	0	DSE	30	70	4
22MBA302(X)	Management of Banks and Financial Institutions	4	1	0	DSE	30	70	4
<b>LAB/PRACTICAL/FIELD WORK</b>								
22MBA303	Crisis Management Skills	0	4	0	Core	30	70	2
<b>OPEN ELECTIVE (INTER DISCIPLINARY/MULTIDISCIPLINARY) COURSES (CHOOSE ANY ONE)</b>								
22MBA304(I)	Stress Management	3	0	0	OEC	30	70	3
22MBA304(II)	Design Thinking	3	0	0	OEC	30	70	3
22MBA304(III)	IT for Managers	3	0	0	OEC	30	70	3
22MBA304(IV)	Managing the Self & Leading Others	3	0	0	OEC	30	70	3
22MBA304(V)	Total Quality Management	3	0	0	OEC	30	70	3
<b>TOTAL FOR THIRD SEMESTER</b>		<b>26</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>240</b>	<b>560</b>	<b>28</b>

## IV SEMESTER

Course Code	Course Name	Teaching Hours/ week			CORE / IDC/DSE/ SEC/OEC/ MOOCS	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
22MBA 401	International Business	3	0	0	Core	30	70	3
<b>DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY FIVE)</b>								
22MBA402(I)	Strategic Marketing	4	1	0	DSE	30	70	4
22MBA402(II)	Sales and Distribution Management	4	1	0	DSE	30	70	4
22MBA402(III)	Retail Management	4	1	0	DSE	30	70	4
22MBA402(IV)	Service Operations Management	4	1	0	DSE	30	70	4
22MBA402(V)	Strategic HRM	4	1	0	DSE	30	70	4
22MBA402(VI)	Industrial Relations and Labour Legislations	4	1	0	DSE	30	70	4
22MBA402(VII)	Human Resource Analytics	4	1	0	DSE	30	70	4
22MBA402(VIII)	International Financial Management	4	1	0	DSE	30	70	4
22MBA402(IX)	Strategic Tax Management	4	1	0	DSE	30	70	4
22MBA402(X)	Financial Derivates	4	1	0	DSE	30	70	4
<b>ENTREPRENURAL &amp; INNOVATION/IT SKILL RELATED TO DOMAIN SPECIFIC ELECTIVE COURSES (CHOOSE ANY ONE)</b>								
22MBA404 (I)	Banking Technology Managemnt	3	1	0	SEC	30	70	3
22MBA404 (II)	E-Business	3	1	0	SEC	30	70	3
22MBA404 (III)	Knowledge Management	3	1	0	SEC	30	70	3
<b>* CHOOSE MOOCS FROM SWAYAM/NPTTEL SOURCES</b>								
<b>MOOCS</b>								4
<b>PROJECT WORK EVALUATION AND VIVA-VOCE</b>						100		4
<b>TOTAL FOR FOURTH SEMESTER</b>		<b>26</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>240</b>	<b>660</b>	<b>34</b>

**\* Students may be allowed to register and appear for MOOCS from the third semester itself. However, students are to complete the MOOCS successfully and submit pass certificate of the same to the University through the Principal of the College concerned for approval and endorsement of the same on Grade cards and PCs as per the regulations of the University.**

**About MOOCS:** MOOCs are the natural evolution of Open Courseware, first created by the Massachusetts Institute of Technology (MIT) in 2001. A massive open online course (MOOC) is an online course aimed at large-scale interactive participation and open access via the web. In addition to traditional course materials such as videos, readings, and problem sets, MOOCs provide interactive user forums that help build a community for the students, professors, and teaching assistants (TAs). MOOCs are a recent development in distance education.

Further, A MOOC is an online course with the option of free and open registration, a publicly-shared curriculum, and open-ended outcomes. MOOCs integrate social networking, accessible online resources, and are facilitated by leading practitioners in the field of study. Most significantly, MOOCs build on the engagement of learners who self-organize their participation according to learning goals, prior knowledge and skills, and common interests.

**Typical Structure of a MOOC:** The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

A standard class becomes in a MOOC a set of videos of 5-10 minutes each.

The learning of students in a MOOC is usually assessed by multiple-choice questions.

An important component of MOOCs is assignments. Students have to upload assignment solutions into the MOOC platform.

Assignments can be evaluated and graded:

- Automatically when possible.
- Peer-to-peer: students evaluate and grade themselves.

Another component is the forum, where students post questions that other students can answer.

Usually, there are no pre-requisites for taking a MOOC, apart from having access to a computer with an internet connection. Most of the time, the educational or academic background of students isn't important.

Students usually don't need to buy any books for these courses, because all reading is either be provided within the MOOC content or is linked to open access texts.

### **Institutes/Universities/Organsiations offering MOOCS in India:**

- (1) Indian Institute of Management, Bangalore MOOCs
  - Healthcare in India: Strategic Perspectives
  - Introduction to Banking and Financial Markets-I
  - Introduction to Banking and Financial Markets-II
  - Statistics fort Business-I
  - Statistics fort Business-II
  - Do your Venture: Entrepreneurship for everyone.
  - Introduction to Investments
  - Innovation and IT Management
  - Predictive Analytics
  - Strategy and sustainable Enterprise
  - Introduction to Corporate Finance

- (2) IIT, Bombay
- Inferential and Predictive Statistics for Business
  - Corporate Strategy
  - Exploring and Producing data for Business Decision Making
  - Accounting for Business Decision Making: Strategy Assessment and Control
  - New Models of Business in Society
  - Digital Analytics for Marketing professionals: Marketing Analytics in Theory
  - Engagement and Nurture Marketing Strategies
  - Leadership through design Innovation
  - Brand and Product Management
  - Finance for Everyone: Markets
  - Financial Evaluation and Strategy: Corporate Finance
  - Managing the Company of the Future
  - Creating and Develop a tech startup
  - Understanding Financial Statements: Company Performance-I
  - Understanding Financial Statements: Company Performance-II
- (3) Indian HRD Ministry's MOOC Platform – SWAYAM
- (4) National Programming on Technology Enhanced Learning (NPTEL), IITMadras
- Applied Multivariate Statistical Modeling
    - Bank Management
    - Commercial Banking Credit Risk Modeling & Management
    - Consumer Behaviour
    - Econometric Modelling
    - Global Supply Chain Management
    - Entrepreneurial Finance
    - Infrastructure Finance
- (5). IRDA Certified courses in Insurance and Risk Management
- (6) NISM Mutual Fund Certification Course
- (7) NSE-NCFM Modules (any one module)

### **INTERNSHIP:**

1. At the end of second semester examination, every student of MBA will undergo on-the- job practical training in any manufacturing, service or financial organization. The training will be minimum of 6 weeks duration. The University will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Department, which will form part of third semester examination. However, the report must be submitted by the end of August

during third semester so that it is evaluated well in time and third semester results are not delayed.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.  
One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 60 to 80 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound copies of the report will be submitted to the University. The report will be typed on A-4 size paper.
6. The Report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. It is mandatory for the student to make presentation of his report in the presence of teachers & students. The student is expected to answer to the queries and questions raised during such presentation.

#### **PROJECT WORK:**

The Project Work will comprise Report of 50 marks and Presentation of 50 marks. Candidates will have to submit a Project Report on a problem/topic (from the Specialization areas) under the supervision of a core faculty member of the Department of Management. The report will contain the objectives and scope of the study, Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 60 or more. The report should be typed in A-4 size paper.

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

#### **INDUSTRIAL VISIT:**

The Department shall also arrange time to time industrial visit of MBA students. However no credit shall be assigned for such visits and it will not be reflected in the transcripts.

# **DETAILED SYLLABUS**

## 22MBA101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Name	Management Process and Organizational Behavior	L	T	P	C	IM	EM	TM
Course Code	22MBA101	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

The demand for professionally qualified managers in India is increasing every year because of rapid industrialization and growing competition. To achieve professional competence, managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. A comprehensive understanding of these principles of management will increase their decision-making ability and sharpen their tools for the purpose. This course also provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision making, communication and organizational change and development.

### Course Objectives:

- To enable students to have a basic perspective of management theories and practices in business organizations;
- To study other functional areas of management and to provide the students with the conceptual framework and the theories underlying organizational behaviour;
- To help students understand organizational behavior and management practices by examining psychological principles; and
- To understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals.

### Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Explain the importance & role of management in the business organizations;
- ✓ Evaluate the different aspects related to decision making and controlling process;
- ✓ Identifying various leadership styles and their suitability to the situation.
- ✓ Apply organizational behaviour theories and concepts to individual work experiences;



- ✓ Know how to work more effectively in a team environment;
- ✓ Understand the influence of organizational culture on individual and group behaviour;
- ✓ Understand how various elements help in shape organisational culture;
- ✓ Compare and contrast theories of organizational behaviour; and
- ✓ Analyze management issues as related to organizational behaviour..

## Course Content:

### UNIT-I (12 Hours)

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment– Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

### UNIT-II (10 Hours)

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Decision Tree Analysis - Management By Objectives. Organizing: Process - Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

### UNIT-III (10 Hours)

Leading – concept, scope, significance - Motivation: Significance, Process -Theories of Maslow, Herzberg, McClelland, Porter and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership – Communication. Controlling: Basis - Control Process, Pre-Requisites, and Requirements of adequate Control - Techniques of control.

### UNIT-IV (10 Hours)

Organizational Behavior – Importance - Historical Background - Fundamental concepts of OB - Different models of OB – Understanding Individual Behavior – Perception- Concept– Process- Learning-Concept – Theories of learning - Personality –Concept-Personality traits Theories of Personality- Attitudes- Johari Window 2X2 matrix, Transactional Analysis.

### UNIT-V (10 Hours)

Group dynamics – Concept, importance, types of groups, group formation, group development, group composition, group performance factors; Organizational conflict, Resolution of conflicts; Culture and determinants of Organizational Culture; Organizational Change, Concept, Need for change, resistance to change; Theories of planned change; Organizational Development-Concept of OD, Organizational diagnosis, OD interventions.

### **Case Study (Not Exceeding 300 words)**

#### **PRACTICAL COMPONENTS:**

- ✓ Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
- ✓ Identifying any five organizations and group them into different types of organizations based on Management at work place.
- ✓ Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
- ✓ Study any three companies following OD interventions and Identify effective technique.
- ✓ Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.

#### **REFERENCE TEXT BOOKS:**

- 1) Heinz Weihrich, Harold Kontz, Management: A Global Perspective, 10/e TMH
- 2) Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
- 3) Clegg, S., Kornberger, M., and Pitsis, T., Managing and organisations: An introduction to Theory and practice, Sage, London, 2011.
- 4) Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
- 5) Graeme Martin, Managing People and Organizations in Changing Contexts, Routledge, 2006.
- 6) Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
- 7) Luthans. F. Organizational Behaviour, TMH.
- 8) Robbins, Management, 7/e, Pearson Education.
- 9) John F. Wilson, The Making of Modern Management, Oxford University Press.

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## 22MBA102: MANAGERIAL ECONOMICS

Course Name	Managerial Economics	L	T	P	C	IM	EM	TM
Course Code	22MBA102	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Managerial economics is a stream of management studies that emphasizes primarily solving business problems and decision-making by applying the theories and principles of microeconomics and macroeconomics. It is a specialized stream dealing with an organization's internal issues by using various economic theories. This course is aimed to equip students with the necessary theory and techniques and the ability to apply them in order to inform and enhance managerial decision making. This course covers concepts such as goals of the firm, optimization techniques, demand theory and estimation, forecasting and measurement, theory of production and estimation, cost theory and estimation, pricing and output determination under different market structures, game theory, and pricing in practice and business cycles.

### Course Objectives:

The basic objective of the course is to equip students with skill sets in applying an analytical approach to the study of how individuals and business units deal with the fundamental problems of scarce resources, understanding of the nature of prices and of markets, role of information and interventions, and business cycles.

The Course will introduce the students to

- Use economic tools to explain the optimal allocation of resources within the firm.
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure Analyze economic problems of business and suggest solutions and help the managers in decision-making.

### Course Learning Outcomes:

- ✓ At the end of this course the students should be able to:
- ✓ Develop an understanding of the applications of managerial economics.
- ✓ Develop an understanding of theories and principles in microeconomics including price theory, firm theory, and market structure.
- ✓ Describe how changes in demand and supply affect markets
- ✓ Distinguish between the different market structures and pricing practices available to and used by firms.

- ✓ Explain relationships between production and costs
- ✓ Apply the knowledge of the mechanics of supply and demand to explain working of markets
- ✓ Develop analytical skills related to economic theories in business contexts.

## **Course Content:**

### **UNIT I: (12 Hours)**

**Managerial Economics:** Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of Forecasting for Existing and New Product.

### **UNIT II: (10 Hours)**

**Production Analysis & Firm Theory:** Economic Theory of Firm – Theories of firm-Baumol's Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale.

### **UNIT III: (10 Hours)**

**Cost, Profit & Market Structures:** Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

### **UNIT -IV: (10 Hours)**

**Indian Economic Environment:** Overview of Indian Economy – Recent changes in Indian Economy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – Measurement of Inflation – Economics of Risk & Finance – Monetary Policy & Fiscal Policy.

### **UNIT-V: (10 Hours)**

**Trade Cycles:** Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

**Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3.**

### PRACTICAL COMPONENTS:

- ✓ 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.
- ✓ An in-depth study of economic indicators on the growth rate.
- ✓ Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

### REFERENCE TEXT BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

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### 22MBA103: BUSINESS ENVIRONMENT AND BUSINESS LAWS

Course Name	Business Environment and Business Laws	L	T	P	C	IM	EM	TM
Course Code	22MBA103	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Business Environment requires a rigorous examination of the external and internal environment affecting the contemporary business scenario. A thriving manager needs to be aware of the dynamic environment, related issues, and sensitivity towards societal needs. Managers, regardless of industry or company size, must approach their operating strategies, from a global perspective. The course also provides an understanding and analysis of business laws and their impact on businesses. This will help the practitioners and budding scholars of management to make the best decisions.

### Course Objectives:

The basic objective of the course is:

- To identify the definable aspects of business environment within which a business organisation has to function

- To develop an insight so as to adapt to the changing trends of business environment
- To explore the pragmatic parameters which influence decision making process in business.
- To understand and acquire knowledge of business laws that impacts prospects of businesses

### Course Learning Outcomes:

After successful completion of the course, the student will be able to

- ✓ Identify and evaluate the complexities of business environment and their impact on the business.
- ✓ Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
- ✓ Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.
- ✓ Gain knowledge about the operation of different institutions in international business environment.
- ✓ Acquire the knowledge of business laws related to incorporating a company
- ✓ Understand regulatory framework in India.

### Course Content:

#### UNIT-1 (12 Hours)

**Understanding Business Environment:** Meaning, Nature & Scope – Types of Business Environment- Internal & External Environment, Micro & Macro Environment – PESTEL & SWOT Analysis, Porter's 5 force model – Types of business, Environmental Analysis.

#### UNIT-II (10 Hours)

**Economic Environment of Business:** Indian Perspective, Nature & Structure of Indian Economy, Economic Policies & Conditions – Economic role of Government in India – Foreign Trade, Liberalization, Privatization, & Globalization – Financial Environment of Business: Monetary Policy, Fiscal Policy, Capital Market, Money Market, Stock Exchange – An overview, Modes of Money inflow in an economy.

#### UNIT-III (10 Hours)

**Socio Culture and Technological Environment of Business:** Business and Society, Social Objectives of Business, Corporate Social Responsibility, Consumer Rights & Corporate

Governance - **Technological Environment**; Impact of Technology, Technology and Society; Trends in Technology Management, Issues & Challenges.

#### **UNIT-IV (10 Hours)**

Indian Contract Act, 1872: definition, concept of contract, valid contract and its essential elements, criteria for classification for contract, quasi contract, various forms of quasi contracts, discharge of contract: various; remedies for breach of contract – Law of agency-meaning, creation and termination of agency – Corporate Incorporation and Management.

#### **UNIT-V (10 Hours)**

Sale of Goods Act, 1930 – Negotiable Instruments Act, 1881 – Companies Act, 1956 and its amendments till date – Competition Act, 2002 – Consumer Protection Act, 1986 and its amendments till date.

#### **PRACTICAL COMPONENTS:**

- ✓ Students are expected to give a report on how the economic environment has affected the performance of any five large Indian Business Houses.
- ✓ Students are expected to analyze the major economic and financial indicators such as GDP, Inflation, CPI, BSE, NSE, Currency, Gold rate, Oil barrel price etc., for a particular period of time and submit the report on the same.
- ✓ Students to collect analyze and discuss MOA, AOA & Prospectus of a company.
- ✓ Students to produce a report on the working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance.

#### **REFERENCE TEXT BOOKS:**

- 1) Ashwathappa (2006) Essentials of Business Environment. Bombay: Himalaya Publishing House
- 2) Francis Cherunilam (1993) Business Environment. Bombay: Himalaya Publishing House,
- 3) Agarwal, Raj (2002) Business Environment, New Delhi: Excel Books
- 4) Cherunilam, Francis (1997) Business Environment, Mumbai: Himalaya Publishing House
- 5) Mathew M.J. (2003), Business Environment: A study of socio cultural, economic and legal environment in business, Jaipur RBSA Publishers.
- 6) MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
- 7) Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
- 8) Akhileshwar Patha, Legal Aspects of Business, Tata Mc Graw Hill, 7e, 2019.
- 9) P.P.S. Gogna, Company Law, S.Chand, 2016.
- 10) Justin Paul, Business Environment Text and Cases, 3e, Mc Graw Hill Publication, 2010.

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## 22MBA104: FINANCIAL REPORTING AND ANALYSIS

Course Name	Financial Reporting and Analysis	L	T	P	C	IM	EM	TM
Course Code	22MBA104	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Financial reporting and analysis course provides an understanding of financial accounting and reporting fundamentals for prospective consumers of corporate financial information, such as managers, stockholders, financial analysts, and creditors. This course focuses on understanding how economic events like financing transactions and operating activities are recorded in the three main financial statements (i.e., the income statement, balance sheet, and statement of cash flows/funds flow). Along the way, students will develop the technical skills needed to analyze corporate financial statements and disclosures for use in financial analysis, and to interpret how accounting standards and managerial incentives affect the financial reporting process. This course is well recommended for students who want a more in-depth overview of the financial accounting and reporting required for understanding firm performance and potential future risks through analysis of reported financial information, such as students intending to go into financial analysis and Financial Manager, security analyst, etc.

### Course Objectives:

- To provide the students with the basic concepts and practices leading to preparation and presentation of financial statements.
- To familiarize the students with the financial statements of an organization as a user of management information.
- To introduce the students to the legal and practical aspects of accounting of major components of financial statements.
- To discuss the various concepts, tools and practices in analysis and interpretation of financial statements.

### Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Demonstrate various concepts & steps that organizations follow in financial accounting so that the organization can deliver the fair position of business to the interested parties and the measures that can be taken for economic development too.
- ✓ Break down the accounting process and system through accounting equations so as to analyze the classifications of revenues and expenses.



- ✓ Understand the financial statement analysis, and use tools and techniques to analyse and interpret the key parameters of financial performance
- ✓ Discover how balance sheets, income statements, and cash flow statements are developed and how each one is interpreted.
- ✓ Evaluate the financial health of a business using financial statements.
- ✓ Prepare and evaluate financial forecasts to make strategic decisions

## **Course Content:**

### **UNIT-I (12 Hours)**

Basic Accounting Concepts – Trial Balance – Reconciliation – Income and Expenditure statements – Depreciation - Cash flow statement - Purpose - Uses - Structure - Format of cash flow statement - Preparing cash flow statement -reporting cash flows - Interpreting the cash flow statement

### **UNIT-II (12 Hours)**

Objective and users of financial statements – The reporting entity – Elements of financial statements – Financial Analysis – Articulation of financial statements – Elements from which financial statements are constructed

### **UNIT-III (12 Hours)**

Standards of comparison - Earnings quality -Techniques of Financial Statement Analysis - Using financial ratios -corporate disclosure policy - Efficient market hypothesis and Financial statement analysis - Earnings management interpreting financial reports - Scanning the annual report

### **UNIT-IV (12 Hours)**

Effect of changes in accounting principles – Sustainable earnings – Recurring vs nonrecurring – operating vs non-operating – Continuing vs discontinued Effect of discontinuing operations – comprehensive income – revenue recognition – Various forms of sales growth – internally-generated growth, growth from acquisitions - Ratio Analysis – Financial statements forecasting – accounting policies, changes in accounting estimates and errors – events after the balance sheet date.

### **UNIT-V (12 Hours)**

Responsibility Accounting & Reporting Introduction, Meaning and significance of Responsibility Accounting - Prerequisites for Responsibility Accounting - Meaning of Responsibility Centers - Types of Responsibility Center - Relevance of Responsibility - Reporting, Limitations of Responsibility Accounting - Divisional Performance Measurement: Periodic Evaluation of Performance – Overall and Divisional Profit as a Yardstick for Periodic Performance Evaluation.

## PRACTICAL COMPONENTS:

- ✓ Students are asked to identify and summarise the components of given financial statements (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- ✓ Students are asked to prepare trial balance, and trading and Profit & loss account and balance sheets to the company reports (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- ✓ Students are to form groups (group consists of 4-6 students) to submit a brief report on modern financial reporting practices followed in Indian and Multinational companies.

### Case Study (Not Exceeding 300 words)

## REFERENCE TEXT BOOKS:

- 1) Jain & Narang: Advanced Accountancy, Kalyani Publications, Ludhiana. Latest Edition
- 2) Pandey I.M: Financial Management, Vikas Publishing, New Delhi, Latest Edition.
- 3) Khan M. Y. & Jain P K: Management Accounting, Tata McGraw-Hill, New Delhi, Latest Edition.
- 4) Sharma & Gupta: Management Accounting, Kalyani Publishers, Ludhiana.
- 5) Singvi, N.M. & Ruzbeh J. Bodhanwala: Management Accounting Text and Cases.

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## 22MBA105: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING

Course Name	Business Analytics for Managerial Decision Making	L	T	P	C	IM	EM	TM
Course Code	22MBA105	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

The role of business analytics in assisting decision-making has now become essential for all organizations in today's data-driven world where data and the insights that it can inspire are a source of competitive advantage. While business analytics is now being used at various levels within the organization. This course gives an introduction to the area of business analytics. Business Analytics (BA) is generally understood as the extensive use of data, mathematical and statistical models using exploratory, descriptive, predictive and causal models under the framework of evidence and fact-based management to drive decisions and actions.

### Course Objectives:

- To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making;
- To become familiar with the processes needed to acquire and prepare data, develop, fit, validate and deploy models and use them for decision making;
- To acquire knowledge about different analytical tools used for model building, to establish relationship among different variables that effect business decision making.

### Course Learning Outcomes:

By the end of the course, student s will be able to

- ✓ To explain how data analytics can create a competitive advantage for businesses in the digital economy
- ✓ To describe strategic/managerial/organizational problems related to analytics for an organization or industry.
- ✓ To identify and articulate solutions for generating organizational value through improved data analytic maturity.
- ✓ To apply data analytics to assist strategic-level decision-making.

### Course Content:

#### UNIT -I (12Hours)

Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis –Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

#### UNIT -II (12 Hours)

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer’s Rule and Inverse Method (Problems) – Probability and Counting Techniques: Bayes’ Theorem, Binomial, Poisson and Normal Distributions (*Theory and Problems*) – Statistics for Business Analytics: Descriptive Statistics-Measures of Central Tendency, Variability and Shape (*Theory and Problems*).

### **UNIT-III (12 Hours)**

Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation and Testing Techniques – **Non-Parametric Tests** (Mann-Whitney U, Chi-square test, and Spearman R) – *Parametric Tests*: Correlation, t-test and ANOVA – Data Interpretation, Report Writing and Presentation (*Theory and Problems*).

### **UNIT-IV (12 Hours)**

Predictive Analytics Tools & Techniques: Concept of Predictive Analytics – Linear Regression and Logistic Regression (*Theory and Problems*) – Factor Analysis – Cluster Analysis (*Theory*) – Econometrics and Time Series Forecasting (*Theory and Problems*).

### **UNIT-V (12 Hours)**

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (*Theory*).

### **Case Study (Not Exceeding 300 words)**

### **PRACTICAL COMPONENTS:**

- ✓ Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- ✓ Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data.
- ✓ Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- ✓ Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- ✓ Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- ✓ Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- ✓ Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- ✓ Students are expected to write the research design on Exploratory and Descriptive Research.
- ✓ Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- ✓ Students are asked to conduct Market survey to know the consumer perception towards any FMCGs

## REFERENCE TEXT BOOKS:

- 1) Shmueli, Patel and Bruce, *Data Mining for Business Intelligence, Concepts, Techniques and Applications*, Wiley.
- 2) Powell and Baker, *Management Science: The Art of Modeling with Spreadsheets*, Wiley.
- 3) Ledolter, *Data Mining and Business Analytics with R*, Wiley.
- 4) Danielle Stein Fairhurst, *Using Excel for Business Analysis: A Guide to Financial Modeling Fundamentals + website*, Wiley, 2013.
- 5) Winston Wayne L., *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft Press, USA.
- 6) C R Kothari, *Research Methodology*, VishwaPrakashan, 2002.
- 7) Donald R. Cooper & Pamela s Schindler, *Business Research Methods*, 9/e, TMH /2007

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## 22MBA106: MANAGERIAL COMMUNICATION

Course Name	Managerial Communication	L	T	P	C	IM	EM	TM
Course Code	22MBA106	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

This course explores the important roles that communication plays in managers/leaders being effective in their tasks as they exchange meaning with supervisees, peers, supervisors, the larger organization, and the community. Both formal and informal communication will be addressed. The course also explores the relationship between management and communication, providing students with the skills to improve their management communication skills.

### Course Objectives:

- To develop application of written, oral and interpersonal communication skills and familiarize the students with gaps for personal effectiveness and ways to overcome them.

### Course Learning Outcomes:

By the end of the course, students will be able to:

- ✓ Understand communication skills and sensitize them to their potential to become successful managers
- ✓ Explain the various types of communication in Business Organizations.
- ✓ To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public

- ✓ Identify the role of communication conflict in intercultural relationships.
- ✓ Analyzing the communication styles of successful managers.
- ✓ Identifying barriers to managerial communication and suggesting solutions for these problems.
- ✓ Explaining how communication styles affect the workplace.

### Course Content:

#### UNIT-I (12 Hours)

**Fundamentals of Communication** – Introduction, Understanding Communication, the communication process, Barriers to communication, the Importance of Communication in the Workplace.

#### UNIT-II (12 Hours)

**Expressive Communication** – Written Communication, Business Letters. E-mail, Memo, Reports and Proposals, Oral Communication, Presentation Skills, Meetings, Group Discussion, Managerial Speeches, Interviews, Non-verbal Communication, Kinesics, Proxemics, Voice.

#### UNIT-III (08 Hours)

**Receptive Communication Skills** – Listening, Importance, Types, Barriers, Improving Listening, Reading Body Language.

#### UNIT-IV (08 Hours)

**Organizational Communication** – Internal, Types, Channels, Diversity and Intercultural Communication, External Communication, Types, Channels, Use of Technology.

#### UNIT-V (12 Hours)

**Interpersonal Communication** – Interpersonal needs, Reducing Misunderstandings, Rapport Building, Negotiation Skills, Johari Window, Transactional Analysis; **Employment Communication** – Resumes and Cover Letters, Introduction, Writing a Resume, Writing Job Application Letters, Group Discussion and Interviews

### Case Study (Not Exceeding 300 words)

### 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.
- ✓ A suitable case is to be selected and administered in the class sticking
- ✓ 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.

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

### REFERENCE TEXT BOOKS:

- 1) Bovee and Thill: *Business Communication Today*, McGraw-Hill, Second Edition
- 2) Guffey M. E.: *Business Communication Process & Product*, Thompson, South-Western
- 3) Level D.A: *Managerial Communications*, Business Publications, Plano, Texas
- 4) Pradhan and Pradhan: *Business Communication*, Himalayan Publishing House
- 5) Seely J, *Oxford Writing and Speaking*, Oxford
- 6) Raman and Singh: *Business Communication*, Oxford University Press, New Delhi
- 7) Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
- 8) Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
- 9) Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
- 10) Monippally, M M., *Business Communication Strategies*, Mc Graw-Hill.
- 11) K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
- 12) Shirley Taylor, *Communication for Business*, Pearson Education.
- 13) Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
- 14) Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.

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### 22MBA107: PERSONALITY DEVELOPMENT THROUGH LIFE ENLIGHTENMENT SKILLS

Course Name	Personality Development through Life Enlightenment Skills	L	T	P	C	IM	EM	TM
Course Code	22MBA107	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Personality development is the development of your behavior patterns and attitude. It is the result of where we are born, the circle we interact with and our personal temperament. Every person is different. There are some characteristics traits that make you unique. Personality development through life enlightenment course aims to help students identify negative behaviors which may

be stopping them from reaching their desired goals. This course will help students both in their personal and desired professional life. The other purposes of personality development through life enlightenment course are to enable you lead stress-free and healthier life, ethical decision making ability, enhanced confidence level, and building a more pleasing personality.

### Course Objectives:

The Course will introduce the students to

- 1) Learn to achieve the highest goal happily.
- 2) Become a person with stable mind, pleasing personality and determination.
- 3) Learn to build positive attitude, self-motivation, enhancing self-esteem and emotional intelligence
- 4) Learn to develop coping mechanism to manage stress through Yoga and meditation techniques
- 5) Awaken wisdom among them.

### Course Learning Outcomes:

At the end of this course the students should be able to:

- ✓ Develop their personality and achieve their highest goals of life.
- ✓ Lead the nation and mankind to peace and prosperity
- ✓ Practice emotional self regulation.
- ✓ Develop a positive approach to work and duties
- ✓ Develop a versatile personality

### Course Content:

#### UNIT I (12 Hours)

##### Introduction to Personality Development

The concept of personality - Dimensions of Personality – Theories of Personality development (Freud & Erickson) – The concept of Success and Failure – Factors responsible for Success – Hurdles in achieving Success and Overcoming Hurdles — Causes of failure – Conducting SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

#### UNIT II (10 Hours)

##### Attitude, Motivation and Self-esteem

Conceptual overview of Attitude – Types of Attitudes – Attitude Formation –



Advantages/Disadvantages of Positive/Negative Attitude - Ways to Develop Positive Attitude

**Concept of motivation:** Definition and Nature of Motivation/Motive – Internal and external motives – Theories of Motivation – Importance of self- motivation- Factors leading to de-motivation.

**Self-esteem** - Definition and Nature of self-esteem – Do's and Don'ts to develop positive self-esteem – Low self esteem - Personality having low self esteem - Positive and negative self esteem.

### **UNIT III (10 Hours)**

#### **Other Aspects of Personality Development**

Body language - Problem-solving - Conflict Management and Negotiation skills - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics – Good manners and etiquette – Emotional Ability/Intelligence – Dimensions of Emotional Intelligence – Building Emotional Intelligence.

### **UNIT IV (10 Hours)**

#### **Neetisatakam-Holistic Development of Personality**

Verses- 19,20,21,22 (wisdom) – Verses- 29,31,32 (pride and heroism) – Verses- 26,28,63,65 (virtue)

#### **Personality of Role Model – Shrimad Bhagwadgeeta**

Chapter2-Verses 17 – Chapter 3-Verses 36,37,42 – Chapter 4-Verses 18, 38,39 – Chapter18 – Verses 37,38,63

### **UNIT V (10 Hours)**

#### **Yoga & Stress Management**

Meaning and definition of Yoga - Historical Perspective of Yoga - Principles of Astanga Yoga by Patanjali – Meaning and Definition of Stress - Types of Stress - Eustress and Distress –Stress Management – Pranayama- Pranayama: Anulom and Vilom Pranayama - Nadishudhi Pranayama – Kapalabhati-Pranayama - Bhramari Pranayama - Nadanusandhana Pranayama – Meditation techniques: Om Meditation - Cyclic meditation : Instant Relaxation technique (QRT), Quick Relaxation Technique (QRT), Deep Relaxation Technique (DRT) (Theory & Practical).

### **PRACTICAL COMPONENTS:**

- ✓ Students should identify different types of personality to know their own personality. Students are to describe the characteristics of their personalities and submit the same for assessment.

- ✓ Students are to form in groups (a group consists of 4-6 students) to identify and write a brief note on famous personalities of India and World.
- ✓ Students are required to identify different types of attitudes and give any five examples of each.
- ✓ Students are expected to check their attitudes and develop ways to improve their attitudes at work place and home.
- ✓ Students are required to identify keys to self-motivation to achieve their goals.
- ✓ Students are expected to identify at least seven types of body language and conduct activities with the following:

S. No.	Pose	Possible Interpretations
1	Standing with your hands on your hips	Aggressive, disgusted
2	Standing upright	Confidence
3	Arms crossed on your chest	Defensive
4	Resting your hand on your cheek	Thinking
5	Touching or rubbing your nose	Doubt, lying
6	Resting your head in your hands	Boredom, tired
7	Tapping your fingers	Impatience
8	Biting your nails	Nervous, insecure
9	Playing with your hair	Insecure
10	Rubbing your eyes	Disbelief, doubt

- **Conduct the following exercise to develop communication skills – Negotiation Skills and Empathy**

#### **Exercise: Card Pieces**

In this activity, team members trade pieces of playing cards to put together complete cards.

**Uses** - This exercise is useful for showing team members others' perspectives. It builds communication and negotiation skills, and helps people to develop empathy.

#### **People and Materials**

- Enough people for at least three teams of two.
- Playing cards – use between four and six for each person.
- A private room.

**Time -15 minutes.**

#### **Instructions:**

1. Cut each playing card into half diagonally, then in half diagonally again, so you

- have four triangular pieces for each card.
- Mix all the pieces together and put equal numbers of cards into as many envelopes as you have teams.
  - Divide people up into teams of three or four. You need at least three teams. If you're short of people, teams of two will work just as well.
  - Give each team an envelope of playing card pieces.

Which negotiation strategies worked? Which didn't?

What could they have done better?

What other skills, such as **active listening** or **empathy**, did they need to use?

- Each team has three minutes to sort its pieces, determine which ones it needs to make complete cards, and develop a bargaining strategy.
- After three minutes, allow the teams to start bartering for pieces. People can barter on their own or collectively with their team. Give the teams eight minutes to barter.
- When the time is up, count each team's completed cards. Whichever team has the most cards wins the round.

#### **Advice for the Teacher/Facilitator**

After the activity, ask your team members to think about the strategies they used. Discuss these questions:

- **Conduct following Time management activity - Ribbon of Life**

Take a colored ribbon length of approximately 1 meter/100 cm. and scissors.  
Start with the following questions:

- If the life span of an individual is say, 100 years. Consider that each cm represents one year. The response will be that few live that long. Assuming a life of 75 to 90 years, cut 10 to 25 cm off the ribbon, accordingly.
- What is the average age of the participants sitting here, the response would be 25 to 30 depending on the group, in that case, cut another 25 cms of the ribbon and say that is gone you cannot do anything.
- What is left is 50 years? People will say, "Yes," but the answer is NO.
- Every year we have 52 weeks that is 52 Sundays. If we multiply that by 50 years, it comes to 7.14 years. Reduce the ribbon by another 7.14 cm.
- We also usually have Saturdays off, so reduce another 7. cms.
- Public/National holidays are 10 multiple with 50 years. That comes to another 1.5 years. Reduce ribbon by another 1.5 cms.
- Your casual leave, sick leave, and annual holidays approx. 40 days a year, multiplied by 50. Cut off another 5 cms. Now you are left with about 29.5 years. But, the calculation is not over yet.
- You sleep an average of 8 hours daily; multiply that by 365 days and again by

50 years ( i.e. 122 days X 50 = almost 17 years). Cut off another 17 cm.

9. You spend time eating lunch, breakfast, snacks, and dinner total 2 hours daily (i.e.30 days a year X 50 years= 4 years or so). Cut off another 4 cm.

10.Last, let's figure we spend about 1 hour a day traveling from place to place for activities and such. (that's about 2 more years). We're down to 6 (SIX ) years of life to make it or break it.

- **Exercise Decision making skills - Create Your Own**

In this exercise, teams must create their own, brand new, problem-solving activity.

**Uses**

This game encourages participants to think about the problem-solving process. It builds skills such as creativity, negotiation and decision making, as well as communication and time management. After the activity, teams should be better equipped to work together, and to think on their feet.

**What You'll Need**

- Ideally four or five people in each team.
- A large, private room.
- Paper, pens and flip charts.

**Time -Around one hour.**

**Instructions:**

1. As the participants arrive, you announce that, rather than spending an hour on a problem-solving team building activity, they must design an original one of their own.
2. Divide participants into teams and tell them that they have to create a new problem-solving team building activity that will work well in their organization. The activity must not be one that they have already participated in or heard of.
3. After an hour, each team must present their new activity to everyone else, and outline its key benefits.

There are four basic steps in problem solving : defining the problem, generating solutions, evaluating and selecting solutions, and implementing solutions. Help your team to think creatively at each stage by getting them to consider a wide range of options. If ideas run dry, introduce an alternative brainstorming technique, such as brain writing. This allows your people to develop one others' ideas, while everyone has an equal chance to contribute.

After the presentations, encourage teams to discuss the different decision-making processes they followed. You might ask them how they communicated and managed their time. Another question could be about how they kept their discussion focused. And to round up, you might ask them whether they would have changed their approach after hearing the other teams' presentations.

**Advice for the Teacher/Facilitator:**

- Students are asked to recite verses: 26,28,63,65 (virtue) of Neetisatakam- Holistic development of personality.
- Students are asked to identify personality of role Mmodels from Shrimad Bhagwadgee taand portray the roles of the same.
- Students are asked to practice Yoga and meditation techniques

**REFERENCE TEXT BOOKS:**

1. Hurlock, E.B. Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill,2006.
2. Gopinath,Rashtriya Sanskrit Sansthanam P, Bhartrihari's ThreeSatakam, Niti-sringar-vairagya, New Delhi, 2010
3. Swami Swarupananda, Srimad Bhagavad Gita, Advaita Ashram,Publication

Department, Kolkata, 2016.

4. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill. 2001
5. Mile, D.J Power of positive thinking. Delhi. Rohan Book Company, (2004).
6. Pravesh Kumar. All about Self- Motivation. New Delhi. Goodwill Publishing House.2005.
7. Smith, B. Body Language. Delhi: Rohan Book Company. 2004
8. Yogic Asanas for Group Training - Part-I: Janardhan Swami Yogabhyasi Mandal, Nagpur.
9. Rajayoga or Conquering the Internal Nature by Swami Vivekananda, Advaita Ashrama(Publication Department), Kolkata.
10. Nagendra H.R nad Nagaratna R, Yoga Perspective in Stress Management, Bangalore, Swami Vivekananda Yoga Prakashan.

#### Online Resources:

1. [https://onlinecourses.nptel.ac.in/noc16\\_ge04/preview](https://onlinecourses.nptel.ac.in/noc16_ge04/preview)
2. <https://freevideolectures.com/course/3539/indian-philosophy/11>

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### 22MBA108: MS EXCEL & ACCOUNTING TALLY

Course Name	MS Excel & Accounting Tally	L	T	P	C	IM	EM	TM
Course Code	22MBA108	0	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

#### Course Description:

Tally, or Transactions Allowed in a Linear Line Yards, is a famous program developed by Goenkas in 1986. Its principal goal, as used by a huge number of small and medium-sized businesses, is to execute accounting activities in a highly precise and methodical manner. This course will make students familiar with various aspects of the program, how it works, and comprehend basic concepts like bookkeeping, profit, and loss analysis, stock maintenance, and so on. The most recent version is tally ERP 9.

#### Course Objectives:

- To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- To provide students hands on experience on MS Excel in different versions of Microsoft OS,
- To gain proficiency in creating solutions for Data Management and Reporting, and
- To learn about Tally Software and gain proficiency in creating and exporting data and reports obtained in Tally Software.

#### Course Learning Outcomes:

At the end of the course, the students will learn

- ✓ How to use different versions of MS Excel, the advanced data options available,
- ✓ How to enter financial data in Tally, and how to interpret the financial results obtained from Tally.

## Course Content:

### UNIT-I

Introduction: Understanding Excel's Files, Ribbon and Shortcut – Create a workbook – Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities.

### UNIT-II

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column– Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index

### UNIT-III

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window– Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

### UNIT-IV

Computers and Accounting: Fundamentals of Computerized Accounting – Computerized Accounting Vs Manual Accounting – Features of Tally – Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher –Sales Voucher– Purchase Vouchers.

## UNIT-V

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups

### REFERENCE TEXT BOOKS:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

### Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDROM]by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey  
New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary Reading Material  
[www.hr diap.gov.in/Downloads/04.MS%20Excel.pdf](http://www.hr diap.gov.in/Downloads/04.MS%20Excel.pdf)  
[www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf](http://www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf)  
[www.goodwin.edu/computer\\_resources/pdfs/excel\\_2010\\_tutorial.pdf](http://www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf)  
[www.microagecs.com/apps/training/courseware/excel.pdf](http://www.microagecs.com/apps/training/courseware/excel.pdf)  
[www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf](http://www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf)
- 4 Websites <http://office.microsoft.com/en-us/>  
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>  
<http://office.microsoft.com/en-us/excel/>  
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>  
<http://www.baycongroup.com/el0.html>  
[http://spreadsheets.about.com/od/tipsandfaqs/f/excel\\_use.html](http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.html)  
<http://www.computerhope.com/shortcut/excel.html>

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## 22MBA201: MARKETING MANAGEMENT

Course Name	Marketing Management	L	T	P	C	IM	EM	TM
Course Code	22MBA201	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Marketing Management is a course revolving around various concepts of marketing strategies, practices and new techniques which vary with the demands and needs of the consumers. The course examines the role and importance of marketing in the firm and other organizations. This course will cover topics such as marketing plans/strategies, marketing research, market segmentation, retailing, advertising, pricing, Internet marketing, etc.



### Course Objectives:

This course will help the students to develop a better appreciation and understanding of the role of marketing in a business organization specifically, and in our society at large.

*Specific objectives include:*

- To enhance your knowledge about marketing theories, principles, strategies and concepts and how they are applied;
- To provide you with opportunities to analyze marketing activities within the firm;
- To allow you to apply marketing concepts and theories to realistic marketing situations

### Course Learning Outcomes:

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

- ✓ Formulate a *marketing* plan that will meet the needs or goals of a business or organization.
- ✓ Develop an integrated marketing communications plan for a *product*, concept, good and/or service based on an identified market need or target.
- ✓ Formulate strategies for developing new and/or modified *products*, concepts, goods and services that respond to evolving market needs.
- ✓ Develop strategies for the efficient and effective placement/ distribution of *products*, concepts, goods, and services that respond to evolving markets.
- ✓ Evaluate the impact of using different marketing strategies for a product, concept, good and/or service, on the finances, Return on Investment (ROI) and business goals of an organization.
- ✓ Evaluate the viability of a concept, *product*, good and/ or service in a local, national or international markets.
- ✓ Conduct *market research* to provide information needed to make *marketing* decisions.

### Course Content:

#### UNIT -I (12 Hours)

Introduction: Basic marketing concepts – Understanding Customers – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Analyzing Markets and Customers – integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Changing Marketing Practices: e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

**UNIT-II (10 Hours)**

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

**UNIT-III (10 Hours)**

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy – Recent trends in Marketing communications.

**UNIT-IV (10 Hours)**

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions.

**UNIT-V (10 Hours)**

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

**Case Study (Not Exceeding 300 words)****PRACTICAL COMPONENTS:**

- ✓ Students are to analyze different needs and wants of consumers in your locality or region
- ✓ Students are to analyze the prevalent marketing environment in your locality or region.
- ✓ Students are to analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).
- ✓ Students are to analyze Packaging strategies used by local FMCG companies
- ✓ Students are to analyze Marketing strategies/planning used by local/regional automobile cosmetic and FMCG companies

## REFERENCE TEXT BOOKS:

- 1) Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management -A South Asian Perspective*, Pearson Education.
- 2) Agarwal, P.K., *Marketing Management – An Indian perspective*, PragatiPrakasham
- 3) Kazmi SHH, *Marketing Management Text and Cases*, Excel.
- 4) Philip Kotler and Armstrong.G., *MARKETING*, Prentice Hall of India, 12th Edition.
- 5) Ramaswamy V.S. & NamaKumari, S., *Marketing Management – Planning and Control*, Macmillan.
- 6) Jayachandran.S., *Marketing Management*, Excel Books.
- 7) MichaleJ.Etzel, BroceJ.Walker, William J. Stanton, *Marketing*, Tata McGraw Hill.
- 8) William J Stanton, *Fundamentals of Marketing*, McGraw-Hill.
- 9) Palmer – *Introduction to Marketing*, Oxford University Press.
- 10) Zinkota&Kotabe, *Marketing Management*, Prentice Hall of India.

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## 22MBA202: HUMAN RESOURCES MANAGEMENT

Course Name	Human Resources Management	L	T	P	C	IM	EM	TM
Course Code	22MBA202	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Human Resource Management links people-related activities to business strategy. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques and issues. Topics include job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, and the strategic contribution of HRM to organizational performance and evaluating HRM effectiveness. The course of Human Resource Management mainly focuses on administrative services, staff administration, and performance management, and most importantly, on the hiring process. The course helps the students to study and get the knowledge and principles that are required to handle the human resources of the company.

### Course Objectives:

- To develop a meaningful understanding of HRM theory, functions and practices;
- To apply HRM concepts and skills across various types of organizations.
- This course helps students to understand changing role of HR manager in the globalized era.

### Course Learning Outcomes:

By the end of the course, students will be able to

- ✓ Acquaint with the functions of HRM like recruitment, selection, training, performance appraisal and compensation management.
- ✓ Learn about the changing role of HR manager and the challenges of HR manager in the globalized era.

### Course Content:

#### **UNIT-I (12 Hours)**

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR Manager – Models of HRM – HRM in a Changing Environment.

#### **UNIT-II (10 Hours)**

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

#### **UNIT-III (10 Hours)**

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes –Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

#### **UNIT-IV (10 Hours)**

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration,

Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

#### **UNIT-V (10 Hours)**

Maintaining: HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure – HR Research.

#### **Case Study (Not Exceeding 300 words)**

#### **PRACTICAL COMPONENTS:**

- ✓ 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 company known to you.

#### **REFERENCE TEXT BOOKS:**

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata McGraw Hill.
2. DeCenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice
3. Hall of India.
4. Dessler, *Human Resource Management*, Pearson Education.
5. Singh. N. K., *Human Resources Management*, Excel Books.
6. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
7. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
8. V.S.P.Rao, *Human Resources Management*, Excel Books.
9. Pattanyak, *Human Resource Management*, Prentice Hall of India.
10. Flippo E.E., *Personnel Management*, McGraw Hill.
11. Memoria C.B., *Personnel Management*, Himalaya Publishers.
12. Ivancycovich, *Human Resources Management*, McGraw Hill.

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## 22MBA203: FINANCIAL MANAGEMENT

Course Name	Financial Management	L	T	P	C	IM	EM	TM
Course Code	22MBA203	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Finance Management is designed to expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing.

### Course Objectives:

- ✓ To give understanding and perspective on financial management function in the company and its relation to domestic and international economy,
- ✓ To provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management,
- ✓ To enables the students to understand the process of evaluating the financial performance of organizations using various tools and techniques.

### Course Learning Outcomes:

By the end of the course, students will be able to

Learn about different functions of financial management like procuring finance, investment decisions, dividend decisions and liquidity management in the organizations.

### Course Content:

#### UNIT-I (12 Hours)

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers –Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting (Theory and Problems).

#### UNIT-II (10 Hours)

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (Theory and Problems).

**UNIT-III (10 Hours)**

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – **Capital Budgeting**: Nature, Scope, Significance, and Risks in Capital Budgeting – Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. (**Theory and Problems**)

**UNIT-IV (10 Hours)**

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle– Financing of Working Capital– Management of Cash, Receivables, and Inventory – Management of Profits: Dividend Policy and Dividend Theories. (**Theory and Problems**).

**UNIT-V (10 Hours)**

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis (**Theory and Problems**).

**Case Study (Not Exceeding 300 words) or Problem**

**PRACTICAL COMPONENTS:**

- ✓ Students are expected to study any five companies' financial reports and submit a report on their financial planning and financial forecast.
- ✓ A group assignment on “capital structure of any three big domestic companies and any three MNCs with respect the models studied in unit-3.
- ✓ 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.
- ✓ Case studies on dividend policies of various companies with respect to Indian context.

**REFERENCE TEXT BOOKS:**

- 1) James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
- 2) Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.

- 3) Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
- 4) Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
- 5) Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice all of India, New Delhi.
- 6) Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.
- 7) James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
- 8) Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
- 9) Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
- 10) Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
- 11) Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
- 12) Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.

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## **22MBA204: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT**

Course Name	Entrepreneurship & Small Business Management	L	T	P	C	IM	EM	TM
Course Code	22MBA204	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

The course discusses the different steps in the entrepreneurial and small-business process, such as opportunity recognition, gathering resources, strategic planning in smaller companies, managing the venture, and growth, exit or failure of the business. It also introduces different types of entrepreneurship, such as social, academic and corporate venturing, as well as the theories that are important within this research field.

### **Course Objectives:**

- To develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur and to develop perspective understanding of start-ups and MSMEs in the Indian context.
- TO enable students to have an understanding of growth of entrepreneurship in India, problems of rural entrepreneurship, women entrepreneurship.
- To acquaint students with the knowledge of writing a business plan, role of MSMEs in economic development and different kinds of support available from different institutions.

### **Course Learning Outcomes:**

After completion of this course, students should be able to

- ✓ Develop an understanding of entrepreneurship and small business and appreciate their role in an economy, particularly in the Indian economy;
- ✓ Develop and demonstrate competence in basic business and marketing planning;



- ✓ Demonstrate competence in identifying opportunities and challenges that entrepreneurs and small business owners/managers face - both in Indian Economy and in general - in trying to achieve their business objectives;
- ✓ Analyze the entrepreneurial process through which business ideas are evaluated;
- ✓ Identify the characteristics of successful entrepreneurs;
- ✓ Distinguish between business ideas and opportunities; and
- ✓ Examine entrepreneurial potential.

## **Course Content:**

### **UNIT-I (12 Hours)**

Introduction to Entrepreneurship: Concept of Entrepreneur – Characteristics of an Entrepreneur– Distinction between an Entrepreneur and Intrapreneur and a Manager – Functions of an Entrepreneur – Common Myths -Types of Entrepreneurs, — Types of Start-up Firms – Importance of Entrepreneurship: Economic Impact – Impact on Society – Entrepreneurial Process. Growth of Entrepreneurship in India – Recent Trends in Women Entrepreneurship and Rural Entrepreneurship – Problems and Perspectives.

### **UNIT-II (10 Hours)**

Developing Successful Business Ideas: Recognizing Opportunities and Generating Ideas – Feasibility Analysis: Product/Service Feasibility – Industry/ Market Feasibility – Financial Feasibility – Industry and Competitor Analysis: Industry Analysis – Competitive Analysis – Developing an effective Business Model: Business Models – Components of an effective Business Model – Building a new venture Team – Assessing a new venture’s financial strength and viability – Preparing the proper ethical and legal foundation – Writing a Business Plan.

### **UNIT-III (10 Hours)**

Preparation of Project Report and Financing Ventures: Meaning of DPR - Importance of Project Report - Preparation of Project report — Content; Guidelines for Report preparation – Sources of Finance – Concept of working Capital and Estimation – Seed Capital – Venture Capital.

### **UNIT-IV (10 Hours)**

Promotion of MSMEs: Definitions, Characteristics – Relationships of MSME – Relationship with large units – Export Oriented Units - Rationale – Objectives – Scope of Small Enterprises – Opportunities for an Entrepreneurial career – Role of Small Enterprises in Economic Development – Causes and Symptoms of Sickness – Cure for Sickness.

## UNIT-V (10 Hours)

Institutional support to Entrepreneurs: Commercial Banks – Other major financial institutions– Central Level Institutions - NSIC: National Productivity Council (NPC); – State Level Institutions – DIC – SFC-state Small Industries Development Corporation (SSIDC) – Industry Associations – Confederation of Indian Industry (CII) ; Federation of Indian Chamber of Commerce Industry (FICCI); Associated Chambers of Commerce and Industry of India (ASSOCHAM).

### Case Study (Not Exceeding 300 words)

## PRACTICAL COMPONENTS:

- ✓ Students must attend all of the workshops
- ✓ Students will be expected to read widely on the academic literature of entrepreneurship and understand how the various themes in the theoretical literature
- ✓ Students will be expected to prepare, present in class and work on team assignments

## REFERENCE TEXT BOOKS:

- 1) Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
- 2) Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
- 3) Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
- 4) Badhai, B 'Entrepreneurship for Engineers', DhanpatRai& co. (p) Ltd.
- 5) Vasanth Desai, "Dynamics of Entrepreneurial Development & Management", 2007, HPH.
- 6) Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
- 7) P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
- 8) David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
- 9) E – Book, MSME at a glance – English version, Ministry of MSME.
- 10) JaynalUd – Din Ahmed and Abdul Rashid, MSME in India, New Century Publications.

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## 22MBA205: RESEARCH METHODOLOGY & IPR

Course Name	Research Methodology & IPR	L	T	P	C	IM	EM	TM
Course Code	22MBA205	3	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

## Course Description:

The aim of this course is to develop research bent of mind (spirit of inquiry) and impart research skills to the all Post graduate students. It also encompasses the series of research

methodology contents: from problem formulation, to design, to data collection, analysis, reporting and dissemination. This course also covers intellectual property rights (IPR), and intended to equip students with conceptual understandings of current scenario of IPR, and the practical issues encountered in filing patents, trademarks and copyrights.

### **Course Objectives:**

- To understand some basic concepts of research and its methodologies
- To develop an understanding of the basic framework of research process.
- To develop an understanding of various research designs and techniques.
- To identify various sources of information for literature review and data collection.
- Ability to write a research Proposal, report and thesis
- To demonstrate knowledge and understanding of IPR Filing and Rights

### **Course Learning Outcomes:**

At the end of this course the students should be able to:

- ✓ Understand some basic concepts of research and its methodologies
- ✓ Identify appropriate research topics
- ✓ Select and define appropriate research problem and parameters
- ✓ Demonstrate the ability to choose methods appropriate to research aims and objectives
- ✓ Have adequate knowledge on measurement & scaling techniques
- ✓ Have basic awareness of data analysis-and hypothesis testing procedures
- ✓ Prepare a project proposal (to undertake a project)
- ✓ Write a research report and thesis
- ✓ File Patents, Trademarks and Copy Rights

### **Course Content:**

#### **UNIT I (12 Hours)**

##### **Foundations of Research**

Meaning of Research – Definitions of Research – Motivation in Research – General Characteristics of Research – Criteria of Good Research – Types of Research – Research Process – Research Methods vs. Methodology – Defining and Formulating the Research Problem – Review of Literature – Approaches to Critical Literature Review – Importance of Literature Review in Identifying Research Gaps and Defining a Problem – Development of Working Hypothesis.

## **UNIT II (10 Hours)**

### **Research Design, Sampling Concepts, and Data Collection Methods**

Meaning, Significance and Characteristics of Good Research Design – Types of Research Design: Exploratory, Conclusive Research and Experimental – Sampling Theory: Types of Sampling and Errors in Sampling – Data Collection: Types of Data – Data Collection Methods and Techniques for Primary and Secondary Data.

## **UNIT III (10 Hours)**

### **Measurement & Scaling Techniques, Hypothesis Formulation and Testing, Overview of Data Analysis and Report Writing**

Basic measurement scales – Reliability & Validity – Definition and Types of Hypothesis – Hypothesis Formulation and Testing Procedure – Overview of Data Analysis: Methods, Process and Types – Report Writing: Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions for Writing Research Reports – How to Write a Research Proposal – Research Ethics, Conflict of Interest and Plagiarism.

## **UNIT IV (10 Hours)**

### **Intellectual Property Rights (IPR)**

Definition and Nature and Features of Intellectual Property Rights (IPR) – Types of Intellectual Property Rights – Procedure for Grants of Patents – Rights of a Patent – Scope of a Patent Rights Licensing and Transfer of Technology – Why protection of intellectual property is important? – Enforcement of IPR – Infringement of IPR.

## **UNIT V (10 Hours)**

### **Indian and International Scenario and New Developments in IPR**

IPR Developments in India for the past Five Years – Development of IPR Laws in India – International Cooperation on IPR – New Developments in IPR – Administration of Patent System – International Patent protection – Case Studies in Indian and Global Contexts.

## **PRACTICAL COMPONENTS:**

- ✓ Students should identify different research problems with examples and describe the characteristics of researchable problems in their academic area/society/community/organization concerned.
- ✓ Students are to form in groups (a group consists of 4-6 students) and conduct critical literature survey with regard to the identified research problems and prepare a brief

literature review coupled with research gaps and working hypothesis.

- ✓ Students are required to identify and develop good research design to address the defined research problems.
- ✓ Students are expected to write the research design on Exploratory and Descriptive Research.
- ✓ Students are required to develop practical experience in writing a research proposal by conducting a thorough critical review of any three research proposals (examples).
- ✓ Students are expected to develop templates for technical report writing.
- ✓ Students should conduct a team based mini research project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- ✓ Students are expected to identify types of plagiarism in academic research, and how to avoid plagiarism in research.
- ✓ Students are asked to identify and submit a brief report on Indian patents of International repute.
- ✓ Students are asked to write on Patent registration procedure, and visit Official website of Intellectual Property India <https://ipindia.gov.in> to know how to get IPR in India.
- ✓ Students are asked to identify and summarise remedies available against the infringement of intellectual property rights in Indian and global contexts.
- ✓ Students are asked to submit any five examples of ethical issues in copyright and patents.

#### **REFERENCE TEXT BOOKS:**

1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002, An introduction to Research Methodology, RBSA Publishers.
2. Cohen, L. Lawrence, M., & Morrison, K. (2005), Research Methods in Education (5th edition). Oxford: Oxford University Press.
3. Kothari, C.R., 1990, Research Methodology: Methods and Techniques, New Age International.
4. Dornyei, Z. (2007). Research Methods in Applied Linguistics. Oxford: Oxford University Press.
5. Anthony, M., Graziano, A.M. and Raulin, M.L., 2009, Research Methods: A Process of Inquiry, Allyn and Bacon.
6. Fink, A., 2009, Conducting Research Literature Reviews: From the Internet to Paper. Sage Publications.
7. Day, R.A., 1992, How to Write and Publish a Scientific Paper, Cambridge University

Press.

8. Wadehra, B.L. 2000, Law relating to patents, trade marks, copyright designs and geographical indications. Universal Law Publishing.
9. Coley, S.M. and Scheinberg, C. A., 1990, Proposal Writing, Sage Publications.
10. Carlos, C.M., 2000. Intellectual property rights, the WTO and developing countries: the TRIPS agreement and policy options, Zed Books, New York.
11. Leedy, P.D. and Ormrod, J.E., 2004, Practical Research: Planning and Design, Prentice Hall.
12. Satarkar, S.V., 2000. Intellectual property rights and Copy right. Ess Ess Publications.

### 13. Important Websites:

- [www.ipindia.nic.in](http://www.ipindia.nic.in) - Intellectual Property Office, India
- [www.patentoffice.nic.in](http://www.patentoffice.nic.in) – Patent office, India
- <http://copyright.gov.in/> - Copyright Office, India
- [ipr.icegate.gov.in](http://ipr.icegate.gov.in) – Automated Recordation & Targeting for IPR Protection
- <http://www.icegate.gov.in>- E- Commerce portal of Central Board of Excise and Customs.
- [www.ipab.tn.nic.in](http://www.ipab.tn.nic.in) - Intellectual Property Appellate Board, India.
- [www.mit.gov.in](http://www.mit.gov.in) – Department of Information Technology, India.
- <http://www.mit.gov.in/content/office-semiconductorintegrated-circuits-layout-designregistry>.
- Semiconductor Integrated Circuits Layout-Design Registry (SICLDR).
- [www.plantauthority.gov.in](http://www.plantauthority.gov.in) – Plant Varieties and Farmers' Rights Authority, India.
- <http://nbaindia.org/> - National Biodiversity Authority.
- [www.nipo.in](http://www.nipo.in) – The Indian IPR Foundation.
- [www.wipo.int](http://www.wipo.int) – World Intellectual Property Organization.
- <http://www.wto.org> – World Trade Organization.

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## 22MBA206: OPERATIONS RESEARCH

Course Name	Operations Research	L	T	P	C	IM	EM	TM
Course Code	22MBA206	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

This course will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with operations research approach in solving real problems

in industry and thereby facilitates the managerial decision making process. This course will provide critical understanding of operations research concepts that yield a competitive advantage through operational excellence. The course covers topics that include: linear programming, Transportation, Assignment, and CPM/ MSPT techniques. Analytic techniques and computer packages will be used to solve problems facing business managers in decision environments.

### **Course Objectives:**

The main objective of this course is to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

### **Course Learning Outcomes:**

At the end of this course students will be able to...

- ✓ Formulate and obtain the optimal solution for Linear Programming problems.
- ✓ Determine the optimal solution for Transportation problems.
- ✓ Determine the optimal solution for Assignment problems.
- ✓ Determine the best strategy and value of the given game model.
- ✓ Plan, Schedule and Control the given project.
- ✓ Decide an optimal replacement period/policy for a given item/equipment/machine.
- ✓ Understand the need of inventory management
- ✓ Choose the appropriate queuing model for a given practical application

### **Course Content:**

#### **UNIT-I (12 Hours)**

Operations Research – Uses, Scope, and Applications of Operation Research in Managerial Decision-making – O.R. Models – Formulation of Models – Using Models for Problem Solving – Techniques of Operations Research – Limitations of Operations Research – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems – Graphical Method – Simplex Method and its Applications.

#### **UNIT-II (10 Hours)**

Duality and Sensitivity Analysis: Duality in Linear Programming – Technical Issues in Simplex Method – Project Management – Network Models: PERT, and CPM and its Applications.

#### **UNIT-III (10 Hours)**

Transportation Problem: Introduction – Methods for Finding Initial Solution – Optimum Solution – MODI Method – Assignment Problem: Hungarian Method.

**UNIT-IV (10 Hours)**

Game Theory – Introduction – Two Person Zero sum games – Pure and Mixed Strategies – Dominance Principles – Graphical method – Decision Theory and its Applications.

**UNIT-V (10 Hours)**

Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions – waiting line Decision Problem – Simulation: Process of Simulation, Applications of Simulation to Different Management Problems.

**Case Study (Not Exceeding 300 words)****REFERENCE TEXT BOOKS:**

- 1) Taha M.A., *Operations Research*, Mac Milan.
- 2) Anand Sharma, *Operations Research*, Himalaya Publishing House.
- 3) Kantiswarup, P.K.Gupta and Manmohan, *Operations Research*, Sultan Chand & Sons.
- 4) Kalavarthy, S. *Operations Research*, Vikas Publishers House Pvt Ltd.
- 5) Franks S. BuknickMcleavey, Richard Mojena, *Principles of Operations Research for Management*, AITBS publishers.
- 7) Kapoor, V.K., *Operation Research Techniques for Management*, Sultan Chand & Sons.
- 8) Sharma, J. K., *Operation Research – Theory and Applications*, MacMillan.

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**22 MBA207 (I): Leadership and Change Management**

Course Name	Leadership and Change Management	L	T	P	C	IM	EM	TM
Course Code	22 MBA207 (I)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

**Course Description:**

An organization's ability to anticipate, plan readiness, manage, and navigate business events such as mergers/acquisitions, workforce reduction, crisis and leadership changes and emerge stronger afterward is an important measure of the effectiveness of its leaders. The Leadership and Change Management course enables students develop their leadership potential and their understanding of the challenges, techniques, and burdens associated with initiating and implementing major change in an organization. The course is especially useful for students who plan careers in management consulting, general management, entrepreneurship, and corporate venturing.

**Course Objectives:**

- To know various leadership styles and understanding when and how to use them



- To understanding different types of organizational changes
- To understanding the challenges that employees face during every kind of organizational changes
- To know how to manage employees during these organizational changes

### Course Learning Outcomes:

After completing this course, students should be able to:

- ✓ Gain knowledge and leadership skills to help organizations chart a successful course through change;
- ✓ Understand the link between effective leadership strategies and successful implementation of change;
- ✓ Explain the reasons firms fail at implementing change and what strategies can be used to avoid them;
- ✓ Plan and implement organizational changes by applying effective methodologies;
- ✓ Understand how to effectively lead others through change;
- ✓ Describe the role leadership plays in anticipating and planning readiness and navigating organizational change.

### Course Content:

#### UNIT-I (12 Hours)

**Organisational Leadership:** Definition, Components and Evaluation of Leadership, Factors of Leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the New Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

#### UNIT-II (10 Hours)

**Leadership Motivation, Culture:** Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance; Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing Organisational Cultural; Leadership Development: Leadership Development: Significance – Continuous Learning: Principles of Learning to Develop Effective Leadership – Vision and Goals for Organisation: Significance of Goals for Leaders – Charting Vision and Goals of Indian Leaders and Abroad.

### **UNIT-III (10 Hours)**

**Strategic Leadership:** Leader Self Management: Significance – Developing Self Esteem and Balancing Emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of Influence and Circle of Concern – Leadership with Edification: Tools of Edification – Leadership and Creativity: Developing Creative Thinking – Leadership and Team Building: Principles of Team Building, Individual versus Group versus Teams – Leadership and Integrity Developing Character and Values.

### **UNIT-IV (10 Hours)**

Organizational Change: Nature of Organizational Change – Sources of Change – Environmental Triggers of Change, Organizational Responses to Change, Impact of Change on Organizations – Resistance to Change – Types of Change, Changing Faces of Change, Predictable Change, **Diagnosing** Change Situation – Perspectives on Change – Contingency Perspective – Resource Dependence Perspective – Population Ecology Perspective – Institutional Perspective.

### **UNIT - V (10 Hours)**

Managing Change at Workplace: Understanding Change Contexts – The process of managing change -Power and Politics of Managing Change - Organizational Change Simulation – Online by Harvard University – The Psychology of change and Change Communication Narratives – Creating reliable sustainable processes – Coaching and mentoring for managing change – Building organizational participation for change – Tools -Demand based session on contemporary management topics.

### **Case Study (Not Exceeding 300 words)**

### **PRACTICAL COMPONENTS:**

- ✓ Each class participant will be assigned to a leadership development group (LDG) with five other people. Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future and discover your authentic leadership. Discussion questions: What can you learn from their experiences that will help you in thinking about your life story's influence on your leadership trajectory?
- ✓ Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the results of the “Motivated Capabilities Exercise” with your group, and solicit

feedback about whether others see your motivated capabilities the same way you do. The purpose of this session is to glean insights from your peers to see yourself as others see your motivations and motivated capabilities and why leaders lose their way. Discussion questions: What are the root causes of leaders losing their way? Can you identify leaders from your personal experience who have lost their way or are in danger of doing so? What can leaders, including you, do to avoid these temptations, stay grounded, and be authentic in their leadership? What is motivating true leaders? What are their unique capabilities that have made them so successful?

- ✓ Each class participant will be assigned to a leadership development group (LDG) with five other people to build his/her support team with values, principles and ethical boundaries. Describe your leadership style to your group and solicit their feedback. Talk about the role of power in your leadership and how you deal with your power and the power of people you work with. Discussion questions: Page 101 of 162 How are efficient leaders utilizing support resources to help them deal with any kind of crisis in typical business organisations? What resources should he/she call upon in determining a course of action?
- ✓ Identify any three effective and efficient leaders in Indian and Western business organisations? How well they build an integrated leadership in their organisations? How did they optimize their leadership effectiveness? How well do they use their personal leadership to empower others? In what ways do you want your leadership (assumed) to change to improve your effectiveness?

### **REFERENCE TEXT BOOKS:**

1. George, B. with Sims, P. True North: “Discover Your Authentic Leadership”
2. George, B.; McLean, A. and Craig, N. “Finding Your True North: A Personal Guide”
3. Nilakant, V and Ram Narayan, S (1998). Managing Organizational Change. New Delhi: response Books
4. French, W.L and Bell. C.H. (1983). Organizational Development. New Delhi: Prentice Hall of India
5. Somnath Chattopadhyay and Udai Pareek (1982). Managing Organizational Change. New Delhi: Oxford & IBH
6. Pradip N Khandwalla (2001) Turnaround excellences. New Delhi: Response Books.
7. Maheswari, B.L and D P Sinha (1991) Management of Change through HRD, New Delhi: Tata McGraw-Hill.

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## 22 MBA207 (II): CONSUMER BEHAVIOR

Course Name	Consumer Behavior	L	T	P	C	IM	EM	TM
Course Code	22 MBA207 (II)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description and Purpose:

Consumer decision-making is often complex and far from rational. This course focuses on understanding and predicting consumer behavior by integrating theories from psychology, sociology, anthropology and economics. Emphasis will be on how behavior is shaped by internal and external influences. Topics include the importance of consumer behaviour and research; internal influences such as motivation and involvement, personality, self-image, life-style, perception, learning, attitude formation and change, and communication; external influences such as culture, subculture, social class, reference groups and family, and the diffusion of innovations; and consumer decision making

### Course Objectives:

- To understand the concept of consumer behaviour, decision making by consumers, behaviour variables and influences on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behaviour.
- To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel

### Course Learning Outcomes:

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

- ✓ Identify the key terms, concepts, and theories of consumer behaviour
- ✓ Evaluate the principal theories of consumer behaviour; critically assess strengths, limitations and applications
- ✓ Apply consumer behaviour concepts to real world marketing problems and develop better marketing programs and strategies to influence those behaviours \
- ✓ Analyze the current trends in consumer behaviour; and apply them to the marketing of an actual product or service.

### Course Content:

#### UNIT-I (102 Hour)

Consumer Behavior: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Market Research and Consumer Behavior – Relevance of Market Research with Consumer

Behaviour –. Approaches to Consumer Behavior Research: Quantitative Research and. Qualitative Research –Profile of the Indian Consumer and Understanding their Needs – Application of Consumer Behavior and Knowledge in Marketing

#### **UNIT-II (14 Hour)**

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications. Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross Cultural Understanding.

#### **UNIT-III (10 Hour)**

Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

#### **UNIT-IV (10 Hours)**

Organizational Buying: Differences between Industrial Markets and Consumer Markets –Differences between Organizational and Consumer Buying – Buying Decisions in Organizational Buying process – Types of Decision Making – Organization Buyer's Decision Making Process – Factors influencing Organizational Buying Behaviour – Decision Makers in Organizational Buying –. Webster and Wind model of Organizational buying behavior – The Sheth model of Industrial buying.

#### **UNIT-V (08 Hours)**

Consumer Behavior Analysis and Marketing Strategy– Consumer Behavior and Product Strategy– Consumer Behavior and Pricing Strategy– Consumer Behavior and Distribution Channel Strategy– Consumer Behavior and Promotion Strategy.

#### **Case Study (Not Exceeding 300 words)**

#### **PRACTICAL COMPONENTS:**

- ✓ Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- ✓ Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.

- ✓ Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- ✓ Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?
- ✓ Choose 5 successful products or services and identify the insight behind them through a field survey.
- ✓ Do a comprehensive essay on the difference between consumer vs. trade vs. Competition insights & how best to exploit them.
- ✓ Take 5 recent digital innovations e.g. twitter or face book and identify the insights.
- ✓ Locate 5 non-users of search or mail and Interview their reasons.
- ✓ Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class.
- ✓ Choose 3 successful movies e.g. Dabang & Zindagi na milegi & 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.

### REFERENCE TEXT BOOKS:

- 1) Hawkins, Best, Coney, Consumer Behavior Building Marketing Strategy, Tata McGraw Hill.
- 2) Leen G. Schiffman and L.H.Kanuk., Consumer Behavior, Pearson Education.
- 3) Panwar, J.S., Beyond Consumer Marketing, Sage Response Books, New Delhi.
- 4) Deon ., Buyer Behavior, Oxford University Press.
- 5) Henry Assael., Consumer Behavior, Willey India, New Delhi.
- 6) NareshMalhotra ., Marketing Research, Pearson.
- 7) Gilbert A. Churchill, Jr and Down Iacobucci., Marketing Research Methodological Foundation, Cengage.
- 8) Donald S Tull and Del I Hawkins., Marketing Research Measurement and Methods, McGraw Hill publishers.

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## 22 MBA207 (III): COST & MANAGEMENT ACCOUNTING

Course Name	Cost & Management Accounting	L	T	P	C	IM	EM	TM
Course Code	22 MBA207 (III)	4	0	0	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

The course focuses on the accounting, financial, and management aspects that are required in businesses all over the world. It is an indispensable discipline for corporate management, as the information collected and presented to management based on cost and management accounting

techniques helps management to solve not only specific problems but also guides them in decision making. Cost Management Accounting programmes focus on a wide range of subject areas such as financial analysis, audit, tax, laws & ethics, management strategies, cost, accounting, and many other topics.

### **Course Objectives:**

The basic objective is to acquire knowledge and understanding of the concepts, techniques and practices of cost and management accounting and to develop skills for decision making.

- To develop an understanding of the basic concepts and applications to establish the cost associated with the production of products and provision of services and apply the same to determine prices.
- To develop an understanding of cost accounting statements.
- To acquire the ability to able to apply cost information for cost ascertainment, planning, control and decision making.

### **Course Learning Outcomes:**

After completing this course, students should be able to:

- ✓ Define the basic concepts in the field of management accounting
- ✓ Recognize the contribution of management and cost accounting in quality decision making.
- ✓ Apply various methods and techniques of management and cost accounting to optimize the utilization of the resources.
- ✓ Appraise the utility of different methods in finding optimal solutions of the managerial problems. Evaluate the performance and suitability of different methods used for efficient utilization of the resources.
- ✓ Able to formulate the budgets and interpret the results produced by the applied models.

### **Course Content:**

#### **UNIT-I (12 Hours)**

Overview of Cost and Management Accounting: Definition, Scope and functions Of Cost and Management Accounting - Installation of Costing System - Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management - Cost terms and Concepts: Cost Reduction and Cost Control, Elements of Costs Cost behavior pattern, Separating

the components of fixed, variable, semi-variable and step costs - Methods of Costing - Techniques of Costing - Cost Accounting with use of Information Technology.

#### **UNIT-II (10 Hours)**

Methods of Costing Single Output/ Unit Costing - Job Costing: Job cost cards and databases, collecting direct costs of each job, attributing overheads to jobs, Application of job costing - Batch Costing: Determination of optimum batch quantity, Ascertainment of cost for a batch, Preparation of batch cost sheet, Treatment of spoiled and defective work -Contract Costing: Ascertainment of cost of a contract, Progress payment, Retention money, Escalation clause, Cost plus contract, Value of work certified, Cost of Work not certified - Determination Value of work certified, Cost of work not certified, Notional or Estimated profit from a contract.

#### **UNIT-III (10 Hours)**

Marginal Costing Basic concepts of marginal costing, Contribution margin, Break-even analysis, Break –even and profit volume charts, Contribution to sales ratio, Margin of Safety, Angle of Incidence, Cost-Volume-Profit Analysis (CVP), Multi- product break- even analysis, Consideration of Limiting factor (key factor) - Determination of Cost of a product/ service under marginal costing method, determination of cost of finished goods, work-in-progress -Comparison of Marginal costing with absorption costing method- Reconciliation of profit under the both methods- Short term decision making using the above concepts (basic / fundamental level).

#### **UNIT -IV (10 Hours)**

Cost Control and Analysis Standard Costing: Setting up of Standards, Types of Standards, Standard Costing as method of performance measurement - Calculation and Reconciliation of Cost Variances: Material Cost Variance, employee Cost Variance, Variable Overheads Variance and Fixed Overhead Variance -Cost – Volume- Profit Analysis; Different types of Break-even Points and Charts; Application of Marginal costing to managerial decision making.

#### **UNIT -V (10 Hours)**

Budget and Budgetary Control Meaning of Budget, Essentials of Budget, Budget Manual, Budget setting process, Preparation of Budget and monitoring procedure -The use of budget in planning and control -Flexible budget, Preparation of Functional budget for operating and non-operating functions, Cash budget, Master budget - Introduction to Principal/ Key budget factor, Zero Based Budgeting (ZBB), Performance budget, Control ratios and Budget variances - Contemporary Issues: Kaizen costing, Target costing, Life Cycle costing, E-Budgeting

**Case Study (Not Exceeding 300 words)**



## **PRACTICAL COMPONENTS:**

- ✓ Students are asked to identify and summarise various types of costs and cost terminologies used in business organisations, and submit a detailed report on cost concepts with examples whenever possible.
- ✓ Students are to form in groups (group consists of 4-6 people) and asked to prepare and interpret budgets and standard costs and variance statements collected from company websites under the instructions of the course instructor.
- ✓ Students are expected to work on practical problems related to marginal costing and C-V-P analysis. Course instructor to prepare any five practical problems related to marginal costing and C-V-P analysis.
- ✓ Students are asked to prepare templates for flexible and zero-based budgeting and e-budgeting.
- ✓ Students are asked to explore innovative cost controlling measures and techniques and submit report on the same to the course instructor for evaluation and assessment.

## **REFERENCE TEXT BOOKS:**

- 1) N.S. Zad: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- 2) Deepak Jain: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- 3) S.P. Jain & K.L. Narang, Cost and Management Accounting; Kalyani Publishers, Daryaganj, New Delhi-110 002.
- 4) V.K. Saxena & C.D. Vashist: Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Delhi -110 002.
- 5) M.N. Arora: Cost and Management Accounting (Theory and Problems); Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Kelewadi, Girgaon, Mumbai-400 004.
- 6) S.N. Maheshwari: Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Page 22 of 36 Delhi -110 002.
- 7) I.M. Pandey: Management Accounting; Vikas Publishing House (P) Ltd. A-22, Sector 4, Noida – 201 301.
- 8) M.Y. Khan & P.K. Jain : Theory and Problems of Management and Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, Gautam Budh Nagar, Noida – 201 301.
- 9) JawaharLal : Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, GautamBudh Nagar, Noida – 201 301.
- 10) C.T. Horngren : Cost and Management Accounting - A Managerial Emphasis; Pearson Education Asia, 482, F.I.E. Patparganj, Delhi-110 092. (ix)
- 11) B.M. Lall Nigam & I.C. Jain : Cost Accounting Principles and Practice; Prentice Hall of India, M97, Connaught Circus, New Delhi-110 001.
- 12) Drury Colin : Management and Cost Accounting; International Thomson Business Press, London.

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## 22MBA208: SELLING & NEGOTIATION SKILLS

Course Name	Selling & Negotiation skills	L	T	P	C	IM	EM	TM
Course Code	22MBA208	0	0	4	2	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Sales and Negotiation Skills (SNS) Lab/Practical course teach management students how to sell strategically—and successfully—to different clients and in different situations. By learning to facilitate productive meetings, handle objections, and manage negotiations effectively, they'll be able to close winning deals without breaching the institution's risk-return parameters. In this course, participants study essential best practices and learn how to apply them as they complete interactive exercises, observe video demonstrations, and familiarize themselves with helpful job aids they can continue to use post-training. In addition, two one-day skills application labs, Client Meeting Skills and Negotiating with Clients, are available to reinforce the concepts taught in this course.

### Course Objectives:

- To imbibe in the students, critical sales competencies that drive buying decisions;
- To give insights into how to boost individual and organizational productivity through sales lead management;
- To introduce basic theoretical principles and particular steps in the negotiating process.

### Course Learning Outcomes:

After Successful completion of this course, Students should be able to

- ✓ Understand and appreciate the skills and competencies required to be an effective sales person
- ✓ Close sales effectively and manage their respective territories
- ✓ Understand and appreciate what it takes to be a good negotiator
- ✓ Manage conflict in the negotiation process
- ✓ Understand the advantages and limitations of various negotiation strategies

### Course Content:

#### UNIT-I:

Nature and Role of Selling: Importance of Selling – Role in the Context of Organization – survival and growth – Types of Selling: Differences in Selling Situations, New Business Versus Service Selling – Newton's Classification of Sales Types – McMurry and Arnold's classification

of selling Types – Consumer Indirect Selling, industrial Selling, Missionary, Sales team/group Selling Merchandising, Telesales, Franchise selling, International selling.

#### **UNIT-II:**

Attributes of a Good Salesperson: Personality and Physical Characteristics, Enthusiasm, Confidence, Intelligence, Self-Worth, Knowledge-product, Competition, Organization, Market, Customer, Territory: Communication Skills, Persuasive Skills. (to be supplemented by live exercises on personal selling)

#### **UNIT-III:**

Personal Selling Skills: The opening – Need and problem identification–the Presentation and Demonstration – Dealing with Objections – Negotiations – Closing the Sale -follow up (to be supplemented by live exercise on personal selling)

#### **UNIT-IV:**

Negotiation Skills: Goal, Collaborative/Win-Win not Compromise – Pyramid of Success: Power, Time, and Information– Opponent: Visceral or Idea, (To be supplemented by live exercises on personal selling)

#### **UNIT-V:**

Different Phases of Negotiation: Pre-Negotiation – Opening-Information Sharing– Problem solving – Agreement– Breakdown in Negotiation– Barriers that Create Impasse- Overcoming Barriers-people Problem-Mediation- Arbitration-Ethics.

### **PRACTICAL COMPONENTS:**

- ✓ Dividing students into groups and give a scenario to negotiate and reach conclusion.
- ✓ Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- ✓ Conduct Role Plays for different scenarios.
- ✓ Solve various case studies dealing with conflict between teams and organizations.
- ✓ Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- ✓ Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

### **REFERENCE TEXT BOOKS:**

- 1) Roy J. Lewicki, David M. Saunders, Bruce Barry, Negotiations, 5/e, Mc Graw Hill, 2005.

- 2) George Seidel, Negoting for sucess : Essentail strategies and skills, University of Michigan.
3. Patric Forsyth, Negotiaon skills for rookies.
- 3) David Goldwich, Win-Win Negotiations, ST training solutions
- 4) Brian Tracy and Zig Ziglan, Persuasive selling and power negotiations.
- 5) The Essentials of Negotiation – Harvard Business School Press.
- 6) Negotiation Handbook by P. J. Cleary – Printice Hall of India.
- 7) ABC’s of Selling Skills by Charles M. Futrell–McGraw Hill.

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## **22MBA301: STRATEGIC MANAGEMENT**

Course Name	Strategic Management	L	T	P	C	IM	EM	TM
Course Code	22MBA301	3	0	0	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

Strategic management deals with ways firms build and sustain superior competitive positions and achieve long-term profitability. This course develops an integrated view of the firm that encompasses functional areas such as operations, marketing, accounting, and finance. This course will equip students with new concepts and framework needed to be a successful corporate manager. The course would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations

### **Course Objectives:**

The objectives of the course as follows:

- To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment;
- To familiarize the learners with the strategies at corporate, business and functional levels;
- To understand and analyze the firm’s external environment, the resources and thus carrying out
- SWOT analysis for strategy formulation;
- To understand the process of strategy implementation and the challenges of managing a change; To understand strategic control system to monitor the strategy implementation process;

- To get acquainted with various strategies adopted by firms to successfully compete with their rivals.

### Course Learning Outcomes:

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

- ✓ Explain how functional areas such as operations, marketing, accounting, and finance work together in a successful firm.
- ✓ Apply concepts and frameworks learned in the course to case analyses and company strategic analyses.

### Course Content:

#### UNIT – I: (10 Hours)

Evolution of Strategic Management – Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

#### UNIT – II: (07 Hours)

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value-Chain Approach – Corporate Level Analysis: BCG, GE Nine-cell Matrix, Bodnet Market Evolution Matrix ,Hofer's Product Market Evolution and Shell Directional Policy Matrix – Industry Level Analysis: Porters's Forces Model – Qualitative Factors in Strategic Choice – Distinctive Competitiveness – Concept of Strategic Business Units (SBUs).

#### UNIT – III: (07 Hours)

Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies

#### UNIT – IV: (07 Hours)

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies: Market Penetration, Market Development and Product Development – Diversification Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies.

## **UNIT – V: (08 Hours)**

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

### *Case Study (Not Exceeding 300 words)*

## **PRACTICAL COMPONENT:**

Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:

- Executive Summary
- Overview of Business and industry analysis
- Description of recommended strategy and justification
- Broad functional objectives and Key Result Areas.
- Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts. Analyzing Mission and Vision statements of a few companies and comparing them
- 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.
- Analyze 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?
- Analyze the internal and external factors. Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of your institution and validate it by discussing with faculty. Conduct SWOT analysis of companies around your campus by talking to them.

## **REFERENCE TEXT BOOKS:**

1. J A. Pearce II and R. B. Robinson Jr., Strategic Management Formulation Implementation and Control, Tata McGraw Hill.
2. Ansoff H. Igor, Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion, McGraw – Hill, New York.
3. V.S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books
4. Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood

(Illinois).

5. Glueck, William F. and Lawrence R. Jauch., Business Policy and Strategic Management, McGraw Hill, International Edition.
6. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press.
7. Kazmi, Azhar, Business Policy, Tata McGraw Hill.
8. Nitin Balwani, Strategic Management & Business Policy, Excel Books, New Delhi.
9. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press, Boston, 1994.
10. Srinivasan R., Strategic Management – The Indian Context, Prentice Hall of India.
11. Vipin Gupta, Gollakota & Srinivasan, Business Policy and Strategic Management – Concepts and Applications, Prentice Hall of India.
12. Arthur Sharplin., Strategic Management, McGraw Hill.

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### **DOMAIN SPECIFIC ELECTIVE COURSES**

#### **22MBA302(I): B2B MARKETING**

<b>Course Name</b>	<b>B2B Marketing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>IM</b>	<b>EM</b>	<b>TM</b>
<b>Course Code</b>	<b>22MBA302(I)</b>	4	0	1	4	30	70	100

**L**-Lecture, **T**-Tutorial, **P**-Practical, **C**-Credits, **IM**-Internal Marks, **EM**-External Marks, **TM**-Total Marks

#### **Course Description:**

Business-to-business (B2B) marketing strategies are essential for encouraging innovation, increasing sales revenue, assisting in marketing penetration, and aiding in market entry for any organization. B2B marketing strategies provide a framework for analyzing an organization's strategies, identifying synergies with various stakeholders, and building and leveraging company's core competencies using relationship marketing approach.

Given the complex nature of B2B transactions, managers need to understand, learn, and adapt to combat the challenges of the businesses today. In order to do so, managers need to have a comprehensive understanding of various issues such as: understanding organizational needs, segmenting and targeting markets, leveraging marketing channels for competitive advantage, focusing on efficiency and effectiveness, and augmenting sales performance among other things.

This course will offer marketing concepts and tools for segmentation, targeting, positioning, market entry, branding, marketing communication, and managing alliances in a B2B context. Additionally, the course will offer insights into contemporary issues like social network management, handling downturn, and managing change.

### Course Objectives:

The objectives of the course as follows:

- To create a better understanding of B2B concepts in solving business related marketing problems.
- To develop insights into B2B theories application for smooth functioning of the business.
- To understand and identify the opportunities in the B2B Market
- To study and analyze the customer and their relationship in the B2B Market
- To assess the Market in the B2B segment
- To study the Strategic Market Planning for Products and Channels in B2B Market
- To study the Strategic Market Planning for Pricing, Communication and Branding

### Course Learning Outcomes:

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

- ✓ Understand the differences between B2C and B2B marketing.
- ✓ Approach marketing problems from an inter-organizational perspective, in particular, learn about decision making at buying centers.
- ✓ Expanded analytical capability to capitalise on business opportunities
- ✓ Advanced knowledge and skills to compete effectively in B2B context.
- ✓ Increased skill-set in the domain of strategic planning, decision-making, problem-solving, and general management.
- ✓ Increased self-belief to navigate successfully across clients, partners, and colleagues.
- ✓ Gain insight into the management of your product portfolio.
- ✓ Improved ability to develop and/or strengthen relationship with your customer and supplier.
- ✓ Apply industrial-organizational psychology and B2B marketing concepts and tools in a stable as well as a tumultuous environment.

### Course Content:

#### UNIT-I (15 Hours)

Introduction to B2B Marketing: Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers, B2B vs B2C Marketing.

#### UNIT-II (12 Hours)

Organizational Buying and Buyer Behaviour: Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers.



### **UNIT-III (12 Hours)**

B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets- Managing Business Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.

### **UNIT-IV (12 Hours)**

B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and positioning-Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM.

### **UNIT-V (12 Hours)**

Business Marketing Communications and Channels- B2B Advertising, Digital marketing,- Trade shows, exhibitions, business meets - Managing the sales force - Deployment analysis -Business marketing channels and participants - Channel design and management decisions -B2B logistics management

*Case Study (Not Exceeding 300 words)*

### **PRACTICAL COMPONENT:**

At a small organization of a personal acquaintance:

- The students should study the buying process that they adopt while purchasing for business.
- How they prepare quotes for business clients.
- Students should study the conditions and technicalities mentioned in the tender invitations
- Visit Industrial Distributor/Dealer and collect all the conceptual information from purchasing to selling of B2B Products (SCM) to Business Customers.
- Visit at least one Industrial / B2B Trade shows or Exhibitions and prepare a report
- Visit to one Original Equipment Manufacturing (OEM) Industry and one Semi-Finished Goods Industry.
- Students are expected to make a SWOT analysis of Industrial products and services of various sectors.

### **REFERENCE TEXT BOOKS:**

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.
2. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
3. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market

Management (B2B): Understanding, Creating, and Delivering Value, Pearson 2010, 3rd ed.

4. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011

5. Krishna K Havaladar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.

6. Frank G Bingham Jr., Latest Edition, Business Marketing, Tata McGraw Hill Publication.

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## **22 MBA302 (II): PRODUCT AND BRAND MANAGEMENT**

Course Name	Product and Brand Management	L	T	P	C	IM	EM	TM
Course Code	22MBA302(II)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

Product and brand management is no more just about making and selling products, there has been a digital revolution in this field too. This also demands a proper strategy for building and launching a product or brand in the market so that your brand and product will stand out from the crowd and it will be remembered by the consumers. This course is designed to give the student insight into developing a strong brand and product management system by building, measuring and managing brand equity over time. The focus of this course is on decisions about how a company can build and manage its products so that they are profitable to the company and at the same time adequately meet target customers' needs and wants. The course aims to synchronize product and brand management processes.

### **Course Objectives:**

The objective of the course is also to equip students with theoretical and practical knowledge necessary for a successful and efficient management of products and brands. It provides the framework for the analysis of the main factors determining success of a brand in the market and introduces techniques and tools necessary for management of brands, such as: development of vision for the brand, identify the correct market niche, design a communication and marketing strategy and implement it

### **Course Learning Outcomes:**

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

- ✓ Understand the nuances of product and product concepts.
- ✓ Understand the advantages associated with creating strong product lines and brands (using traditional and online marketing) while learning to leverage that strength to build future business

- ✓ Understand key principles of branding
- ✓ Explain branding concepts and ideas in their own words
- ✓ Understand and conduct the measurement of brand equity and brand performance
- ✓ Describe the purpose and methods of effectively managing brands including how to build brand equity and establish brand identity.
- ✓ Formulate effective brand strategies for consumer and business goods and services.
- ✓ Demonstrate the ability to conduct a critical brand audit, including recommendations for changes and improvement in brand management.

### **Course Content:**

#### **UNIT-I (15 Hours)**

Product: Concepts, Product Levels, Product Hierarchy, and Product Classification – Product Life Cycle – Portfolio Management – Market Potential – Product Demand Pattern and Trend Analysis – New Product: Planning, Development Strategies, and Launching Strategies.

#### **UNIT-II (12 Hours)**

Product Mix - A Strategic Choice: Product Mix Decisions, Product Line Decision – strategic Decision involving Adding or Pruning Product Lines – Concept of Product Positioning: Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy, and Developing Positioning Strategy – Product Research: Importance, Tools and Analysis.

#### **UNIT-III (12 Hours)**

Brand: Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding Decisions – Brand Management: Meaning and Definition – Strategic Brand Management Process: Meaning, Steps in Brand Management Process – Concept of Brand Equity: Customer Based Brand Equity, and Models of CBBE – Brand Building and its Implications – Brand Value Chain.

#### **UNIT-IV (12 Hours)**

Branding Strategies: Multiple Branding, Brand Extension, Co-branding Strategies, Brand Personality, Brand Image Building, Brand Repositioning, Brand Leveraging – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Methods for Measuring Brand Performance – Brand Audit.

## UNIT-V (152 Hours)

Brand Rejuvenation and Re-launch – Brand Development through Acquisition, Takes over and Merger – Brand Licensing and Franchising – Role of Packaging and Labeling – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Branding Failures.

### Case Study (Not Exceeding 300 words)

#### PRACTICAL COMPONENT:

- Students can choose any consumer durable products or FMCGs and identify their elements of positioning.
- Students can do a mini project on product mix decisions of FMCG/Consumer durables/automobile companies in India.
- Students can discuss about PLCS of any consumer durable or FMCG product
- Students can go to a supermarket and find the brand elements in various brands of soaps, mobiles, consumer durables and other products
- Students can 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.
- Students form brand management teams and conduct a brand audit. Every team must study a different brand, and brands are assigned as fairly as possible.

#### REFERENCE TEXT BOOKS:

1. Kevin Lane Keller, Strategic brand Management, Person Education, New Delhi.
2. Jean Noel, Kapferer, Strategic brand Management, The Free Press, New York.
3. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York,
4. S.Ramesh Kumar, Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi.
5. Richard Elliott & Larry Perclu, Strategic Brand Management, Oxford Press.
6. Chernatony, Creating powerful brands, Elsevier Publication.
7. Y L R Moorthi, Brand Management-The Indian Context, Vikas Publication

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## 22 MBA302 (III): DIGITAL MARKETING

Course Name	Digital Marketing	L	T	P	C	IM	EM	TM
Course Code	22MBA302(III)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Digital Marketing encompasses the use of digital technologies for facilitating the marketing of a product or a service. It has become the most popular buzzword in the industrial world with more and more businesses wanting to establish a stronger online presence. Hence, Digital Marketing as a course is gaining immense popularity in the contemporary world with everyone getting curious about the tools and techniques of this unique form of marketing. This course helps students gain all of the necessary skills and knowledge for the fast-paced world of digital marketing. aim is to make students understand the form of marketing that uses social media sites, forums and blogs to promote product or brand and create awareness about them. The study of this course helps to know about how to promote and attract customers through all digital platforms including internet based and non-internet based channels.

### Course Objectives:

This course aims to familiarize students with the concept of digital marketing and its current and future evolutions. It further aims to be able to equip students with the ability to understand and subsequently create strategic and targeted campaigns using digital media tools.

The primary objective of this course

- To examine and explore the role and importance of digital marketing in today's rapidly changing business environment;
- To focus on how digital marketing can be utilized by organisations, and how its effectiveness can be measured.

### Course Learning Outcomes:

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

- ✓ Understand the concept of digital marketing and its real-world iterations
- ✓ Articulate innovative insights of digital marketing enabling a competitive edge
- ✓ Understand how to create and run digital media based campaigns
- ✓ Identify and utilise various tools such as social media etc. Explain the role and importance of digital marketing in a rapidly changing business landscape
- ✓ Discuss the key elements of a digital marketing strategy

- ✓ Illustrate how the effectiveness of a digital marketing campaign can be measured
- ✓ Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

## Course Content:

### UNIT-I (15 Hours)

Introduction to the digital marketing- History, Digital vs. Real Marketing - Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, Reasons for Growth. Need for a comprehensive Digital Marketing Strategy, Digital Marketing Channels and Classifications- Relationship to the Purchase Funnel- Fundamental Ideas Underlying Digital Marketing.

### UNIT-II (12 Hours)

Managing Digital Marketing: Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing, Creating initial digital marketing plan - Content management - SWOT analysis- Target Group Analysis- Digital Marketing Budgeting- Privacy Issues in Digital Marketing.

### UNIT-III (12 Hours)

Introduction to Social Media- Basics- Different types of Social Media Channels-Role of Social Media in Marketing- Social Media Marketing Goals and Strategies- Developing a Social Marketing Plan.

### UNIT-IV (12 Hours)

Facebook Marketing: Creating a Facebook page - Visual identity of a Facebook page - Types of publications in Face book, Instagram Marketing: Optimization of Instagram profiles- Integrating Instagram with a Web Site and other social networks

### UNIT-V (12 Hours)

LinkedIn Marketing- Youtube Marketing- Google+ Marketing, E-mail Marketing-Social Media Advertising- Problems and Challenges in Social Media Marketing- Ethics in Social Media Market. Role of AI and ChatGPT in digital marketing.

### Case Study (Not Exceeding 300 words)

## PRACTICAL COMPONENT:

- Students form into groups (consist of 5-8 students) to identify the practical implications of digital marketing in 21<sup>st</sup> century.
- Students are to create YouTube channel and develop YouTube marketing plan.
- Students can discuss about Facebook marketing and create page in facebook and promote product of their choice.

- Students are to identify the critical privacy issues and unethical practices in digital marketing.

### REFERENCE TEXT BOOKS:

1. Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.
3. Blanchard O. (2014) Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization.
4. Marketing on Facebook – Best practice guide (2015) Facebook Marketing Press.
5. Chaffey, D., & Ellis-Chadwick, F. (2012) Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson.
6. Tapp, A., & Whitten, I., & Housden, M. (2014) Principles of Direct, Database and Digital Marketing, 5/E, Pearson.
7. Tasner, M. (2015) Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First, 2/E, Pearson.

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### 22 MBA302 (IV): CUSTOMER RELATIONSHIP MANAGEMENT

Course Name	Customer Relationship Management	L	T	P	C	IM	EM	TM
Course Code	22MBA302(IV)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

This course provides students with a working knowledge of the principles and best practices for managing customer relationships that result in unsolicited testimonials and relationship annuities. Students learn how to quantify customer orientation and how to develop relationship-driven customer management systems based on the judicious use of resources born from a decisive strategic plan.

### Course Objectives:

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

### Course Learning Outcomes:

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

- ✓ To be aware of the nuances of customer relationship
- ✓ To analyze the CRM link with the other aspects of marketing
- ✓ To impart the basic knowledge of the Role of CRM in increasing the sales of the company
- ✓ To make the students aware of the different CRM models in service industry
- ✓ To make the students aware and analyze the different issues in CRM

## Course Content:

### UNIT-I (15 Hours)

Evolution of Customer Relationship- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

### UNIT-II (12 Hours)

CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

### UNIT-III (12 Hours)

Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

### UNIT-IV (12 Hours)

CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centres. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

### UNIT-V (12 Hours)

CRM Planning and Implementation Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

*Case Study (Not Exceeding 300 words)*

## PRACTICAL COMPONENT:

- Students form into groups (consist of 5-8 students) to identify the practical implications of digital marketing in 21<sup>st</sup> century.
- Students are to create YouTube channel and develop YouTube marketing plan.



- Students can discuss about Facebook marketing and create page in facebook and promote product of their choice.
- Students are to identify the critical privacy issues and unethical practices in digital marketing.

### REFERENCE TEXT BOOKS:

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
3. kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008.
4. V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008.
5. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3rd edition, Routledge Publishers, 2015.
6. Ken Burnett, the Handbook of Key “Customer Relationship Management”, 2010, Pearson Education.

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### 22 MBA302 (V): HUMAN RESOURCE PLANNING & DEVELOPMENT

Course Name	Human Resource Planning & Development	L	T	P	C	IM	EM	TM
Course Code	22MBA302(V)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

This course is to familiarize students with the process and specifics of Planning and Development of Human Resources as an examination of the process, goals, and strategies for securing human resources as key resources in all areas of operations. A critical factor taught in the course is the employee retention through development and training programs throughout their professional path in a company are explained as a key component to performance management. The psychology of the employee is a critical need for HR strategizing and the focus of such vital components to productive HR operations is a fundamental element of the curriculum.

### Course Objectives:

The main objective of human resource planning and development is to provide students comprehensive understanding of HR planning and HRD techniques by linking the human resources function to the organization's mission, goals, objectives and strategies.

### Course Learning Outcomes:

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

- ✓ Analyze alternative strategies for maintaining and/or improving an organization's human resources and/or performance and correctly match them to appropriate business and/or organizational strategies;
- ✓ Examine the different levels of planning in an organization and explain the relationship between human resource planning (HRP) and business planning at each level;
- ✓ Analyze and explain the different steps in the HRP process and discuss how the process can be applied at both the operational and strategic level;
- ✓ Develop strategies to address environmental factors and shape organizational and HR plans and strategies;
- ✓ Analyze how job analysis and/or job design and organizational change and/or development are linked to HRP;
- ✓ Explain the purpose of a human resource information system (HRIS) and describe how it facilitates HRP;
- ✓ Compare the advantages and disadvantages of HR demand forecasting techniques, and external and internal supply assessment methods;
- ✓ Analyze alternative HR strategies for the merger, acquisition and separation of human resources and correctly match them to appropriate business and/or organization strategies;
- ✓ Define succession management, and discuss its role in maintaining and improving organizational performance;
- ✓ Critically assess and evaluate the cultural impact of IHRM strategies and practices in an organizational setting;
- ✓ Evaluate human resources outsourcing risks, limitations and benefits to HRP and organizational effectiveness;
- ✓ Assess alternative methods of evaluating an organization's HRM and HRP strategies.
- ✓ Collaborate with others, in the development, implementation, and evaluation of organizational and health and safety policies and practices.
- ✓ Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.

## Course Content:

### UNIT-I (15 Hours)

Human Resource Planning: Approaches to Human Resource Planning,

Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach, Manpower Requirement Approach –Human Resource Information System, Human Resource Planning Process, Approaches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.

#### **UNIT-II (12 Hours)**

Career planning: Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. Human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

#### **UNIT-III (12 Hours)**

Evolution and Concept of HRD: HRD – concept – meaning – philosophy – nature – need and significance, HRD – climate – goals – competencies – functions – areas. HRD as a system – HRD in changing scenario- HRSD – Contextual factors and Human Resource System designing-Role Analysis and HRSD-key performance areas, Critical Attributes, Role effectiveness, Role analysis methods.

#### **UNIT-IV (12 Hours)**

Assessing and Implementing HRD Programmes: Task analysis, Person Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work-life. Empowerment, Creating HRD environment, Evaluation framework; collecting, data for evaluation, research design, issues concerning evaluation, assessing the impact of HRD.

#### **UNIT-V (12 Hours)**

HRD challenges in 21st century – HR outsourcing – Human Resource Audit – Human Resource Development – Human Resource Accounting – HRD practices in the manufacturing and services sector - Future of HRD Organization.

#### *Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENT:**

- Students form into groups (consist of 5-8 students) to prepare a HR planning for a small and medium business organizations.
- Students are to develop innovative HRD modules, tools and techniques.
- Students are to visit local public and private sector organizations to identify the challenges and issues in HR planning and HRD implementation.

## REFERENCE TEXT BOOKS:

1. Bhattacharya, DipakKumar – Human Resource Planning, ExcelBooks.
2. T.V.Rao Human Resource Development Oxford IBH Publication
3. Aswathapa, Human Resource, and Personnel Management Text &Cases, TMH.
4. Desimone &Harries–Human Resource Development –Thomson Learning

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## 22 MBA302 (VI): PERFORMANCE AND REWARD MANAGEMENT

Course Name	Performance & Reward Management	L	T	P	C	IM	EM	TM
Course Code	22MBA302(VI)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Performance and Reward management is the key which offers a basis to an organization to turn and transform its human capital as its strategic business advantage. Performance management and reward management offers tool to an organization to not just retain its skilled workforce but to keep them motivated to perform to their best of ability. Many organizations have reported managing performances and designing an effective reward system as their key concern owing to diversified backgrounds and needs of the employees. The present course will offer a sound basis to the individuals who later will join as HR managers or practioners or HR learners in developing an understanding towards performance and management of human resources which indeed will always be relevant for an organization. The course contents have been designed specifically to not just build a base but to foster a holistic understanding towards the concepts. The course will help the students to learn various facets of performance and reward management ranging from its meaning and strategic importance to its implementation and implications for an organization.

### Course Objectives:

- To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices;
- To articulate the benefits of using a performance development plan and the consequences of not having one in place;
- To distinguish the elements of an effective, integrated performance development system;
- To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able);

- To familiarize the students with the concept of competency mapping and understanding its role in career development;
- To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

### Course Learning Outcomes:

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

- ✓ Knowledge of Performance Management
- ✓ Competency to understand the importance of importance of Performance Management
- ✓ Knowledge about the Compensation and
- ✓ Competency to implement the effective reward systems in the organization
- ✓ Ability to explain the relevance of competency mapping and understanding its linkage with career development.

### Course Content:

#### UNIT-I (15 Hours)

Performance Management: Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems – Dimensions of Performance Management – Factors Affecting Performance Management – Pitfalls of Poorly Implemented PM systems – Performance Management Process – Performance Management and Strategic Planning – Performance Management and Performance Appraisal Concept.

#### UNIT-II (12 Hours)

Performance Appraisal System: Concept, Defining Performance, Determinants of Performance, Performance Dimensions – Approaches to Measuring Performance, Diagnosing the Causes of Poor Performance – Differentiating Task from Contextual Performance – Choosing a Performance Measurement Approach: Traditional Methods and Modern Methods – Measuring Results and Behaviors – Gathering Performance Information, and Implementing Performance Management System.

#### UNIT-III (12 Hours)

Performance Management and Employee Development Plan: Components and Process of Personal Development Plans – HR Score Card – Performance Reviews – Conducting performance review meetings – Mentoring – Coaching – Role Efficacy – Performance Consulting: Concept, the Need for Performance Consulting, designing and Using Performance Relationship Maps – Contracting for Performance Consulting services – Organizing Performance Improvement Department.

#### **UNIT-IV (12 Hours)**

Performance Management & Reward Systems: Performance Linked Remuneration System, Performance Linked Career Planning & Promotion Policy – Reward Management: Objectives and Criteria – Statutory Provisions Governing Different Components of Reward Systems – Competitiveness and Equity – Designing Compensation – Wage Levels and wage Structures – Determining Individual Pay – Executive Compensation Systems in Multinational Companies and IT companies.

#### **UNIT-V (12 Hours)**

Performance pay – Incentives, Individual, Group, Short-term and Long-term – Compensation of Special Groups, Supervisors, Executives, Directors, Sales Force, Technical Professional, and Women Executives – Fringe Benefits – Retirement Benefits including VRS / Golden Handshake Schemes.

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students need to study the pay structure of at least 3 companies from 3 different industries.
- Students need to review the payroll system of company.
- Students can study the legal provisions related to compensation with respect to company.
- Students can interview H.R Manager and find out how the compensation management has evolved from traditional to strategic Compensation.
- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in a automobile manufacturing organization.

#### **REFERENCE TEXT BOOKS**

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books
2. G.K. Suri, Performance Measurement and Management, Excel Publications
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. D.K. Srivastava, Strategies for Performance Management, Excel Publications.
5. R.K. Sahu, Performance Management System, Excel Publications
6. Chadha, Performance Management, MacMillan.
7. Michael Armstrong, Performance Management, Kogan Page India Ltd.

8. Boyett, J.H and Conn, H.P., Maximizing Performance Management, Glenbrdige Publishing, Oxford
9. Dipak kumar Bhattacharya, Compensation Management, Oxford.
10. Pareek, U., Managing Transitions: The HRD Response, TMH

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## **22 MBA302 (VII): MANAGERIAL COMPETENCIES AND EMPLOYEE DEVELOPMENT**

Course Name	Managerial Competencies and Employee Development	L	T	P	C	IM	EM	TM
Course Code	22MBA302(VII)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

This course describes the career orientations of the new careerists and suggests ways to manage them effectively by minimizing the discrepancy between what they want and what the organisation wants.

### **Course Objectives:**

- To understand managerial competencies in changing business environment and the resultant challenges
- To establish links between managerial competencies for effective career development
- To clarify the character of the work of contemporary manager
- To develop the basic set of managerial skills and competencies
- To learn the ways and areas for future managerial development

### **Course Learning Outcomes:**

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

- ✓ Describes managerial roles and the skills and competencies associated with them.
- ✓ Characterises the work and features of effective managers and leaders.
- ✓ Presents ways of developing various competences.
- ✓ Analyzing the organizational need for managerial competencies
- ✓ Analyzing learning need and transfer of employee development
- ✓ Evaluating various program designed foe career planning and development
- ✓ Evaluate and forecast future trends in effective employment development and business strategy.

## **Course Content:**

### **UNIT-I (15 Hours)**

Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, Theoretical foundations for competency identification and its role in career development, managerial competency and career development in a dynamic business environment and in global workplace, PJ Job fit Theory, PE fit Theory, Holland Theory.

### **UNIT-II (12 Hours)**

Competency Mapping for Career Development: Competency Mapping - concept and scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development, Traditional career development vs. Protean career development theory, contribution of effective competency mapping in effective career development system.

### **UNIT-III (12 Hours)**

Competencies and Career Development Practices: Career Anchors, relevant issues in career development – competency approach to career development, competency building, competencies and career development strategies, mentoring for career development. Succession planning, fast tracking, dual ladder - Competency Appraisal for Career Development: Need and benefits of effective appraisal for career management by organizations, techniques of appraisal, identifying performance dimensions for competency building.

### **UNIT-IV (12 Hours)**

Training for Competency Management for Effective Career Development: Drawing career paths for self and the employees of the organization-career translation and career plateauing, identifying training needs, develop suitable training programmes for competency management, challenges in training for career development of employees, implementing and managing training programmes consistently.

### **UNIT-V (12 Hours)**

Management Competencies and Career Development in Organizations: Developing a model for competency mapping and management for effective career development for a chosen firm - Career Development and Business strategy- Special issues in Career Development.

*Case Study (Not Exceeding 300 words)*



## PRACTICAL COMPONENTS:

- Students need to study the requisite managerial competencies in public and private organizations.
- Students need to review extant techniques for competency mapping in public and private sector organizations.
- Students are to identify and write down career development plans and strategies.
- Students are form into groups (consists of 5-8 students) to prepare an effective career development plans for employees in 21<sup>st</sup> century.

## REFERENCE TEXT BOOKS

1. Whetten, D. A., Cameron, K. S., Developing Management Skills, Pearson, 2016, Literatura uzupełniająca:
2. Armstrong, M., Armstrong's Handbook of Management and Leadership. Developing effective people skills for better leadership and management, Kogan Page Publishers 2012,
3. Caproni, P., Management skills for everyday life, Pearson, 2012. Supplementary literature:
4. Brett, J. M. (2007). Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries. John Wiley & Sons.
5. Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB.
6. T.B. Rao, Assessment Center Vasant Naik, Assessment Center.
7. Nitin Sarawadekar, Career Development.
8. Spencer and Spencer, Competency at Work, Wiley Publication.
9. Radha Sharma, 370 degree Feedback, Competency Mapping and Assessment Center.

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## 22 MBA302 (VIII): BEHAVIOURAL FIANNCE

Course Name	Behavioral Finance	L	T	P	C	IM	EM	TM
Course Code	22MBA302(VIII)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

## Course Description:

Over the past several decades, the field of finance has developed a successful paradigm based on the notions that investors and managers were generally rational and the prices of securities were generally “efficient.” This course is intended to complement other finance courses that are mainly based on the traditional paradigm which assumes that investors and managers are generally rational. In this course, insights from behavioral economics and psychology as well as other social sciences and more realistic economic settings are used to guide and develop alternative theories of financial market behavior and firm decision making, while relying on the analytical and quantitative methods common to finance.

## Course Objectives:

The prime objective of this course is to introduce the students to the role of human behavior in financial decision making. It discusses the various biases, Equity Premium Puzzles and arbitrage opportunities.

## Course Learning Outcomes:

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

- ✓ Understand what behavioral finance is, how it differs from modern finance, and how it impacts financial markets
- ✓ Describe the most common self-deception biases, their causes, and potential measures you can take to prevent them
- ✓ Understand cognitive biases and explore their root causes with real-life examples
- ✓ Apply analytical skills for financial decision making.
- ✓ Identify the behavioral bias and psychological characteristics of investors.
- ✓ Develop strategies to manage wealth effectively and wisely from mispriced assets.
- ✓ Practice discussion of capital markets and how we can apply what we learn in class to the financial world.
- ✓ Understand some psychological biases which lead to various anomalies
- ✓ To understand the various effects like endowment, disposition etc.
- ✓ To understand investors' behaviour in secondary markets

## Course Content:

### UNIT-I (15 Hours)

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

### UNIT-II (12Hours)

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

### **UNIT-III (12 Hours)**

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

### **UNIT-IV (12 Hours)**

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using Behavioral factors in corporate decision making - External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

### **UNIT-V (12 Hours)**

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

*Case Study (Not Exceeding 300 words)*

### **PRACTICAL COMPONENTS:**

- Students are to list out the most common emotional biases and discuss their causes with examples.
- Students are to study the herding bias and other social factors that distort decision-making.
- Students are to identify and write down career development plans and strategies.
- Students are form into groups (consists of 5-8 students) to explore and examine external factors and its influence on investor Behavior.
- Students are to identify irrational' financial behavior, including: spending, investing, trading, retirement planning, wellbeing, and public policy.

### **REFERENCE TEXT BOOKS**

1. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.

2. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
3. Meir Statman, What Investors Really Want - Learn the lessons of behavioral Finance, McGraw-Hill
4. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
5. Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill.

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## **22 MBA302 (IX): SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Course Name	Security Analysis & Portfolio Management	L	T	P	C	IM	EM	TM
Course Code	22MBA302(IX)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

This course focuses on common stock, the stock market, stock options, and approaches to investing in the stock market and building stock portfolios. Particular emphasis is given to three competing approaches to stock investment: fundamental analysis, technical analysis and efficient market analysis. Students are introduced to portfolio theory and study various methods of modeling the risk associated with stock investment such as the capital asset pricing model and arbitrage pricing theory. Also discussed are the distribution of stock to the public, the broker-client relationship, different types of orders investors can place with their broker, short sales of stock, investment companies, margin accounts, speculation, and hedging.

### **Course Objectives:**

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general.

The main objectives of this course are:

- To provide a theoretical and practical background in the field of investments;
- To design and managing the bond as well as equity portfolios in the real word;
- To assess the value of equity and debt instruments;
- To manage the mutual funds;
- To measure the portfolio performances.

### **Course Learning Outcomes:**

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

- ✓ Able to recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
- ✓ Identify the investment opportunities and the nature of investment decisions.
- ✓ Interpret the investment environment and assess the procedural issues of the security markets.
- ✓ Choose from a framework of risk and return for enabling an understanding of the theoretical tenets of investment analysis.
- ✓ Discuss and explore the relational and exploratory methods and influences considered by technical analysts.
- ✓ Organize the various instruments and their regulatory systems on the portfolio analysis.

## **Course Content:**

### **UNIT-I (15 Hours)**

Investment: Meaning, Characteristics, Objectives of Investment, Investment Vs. Speculation and Gambling, Types of Investors – Investment Avenues: Traditional and Modern – Risk: Meaning, Elements of risk, Systematic and Unsystematic Risk – Capital Allocation Between Risky & Risk Free Assets – Utility Analysis – Measurement of Risk: S.D, Variance, Correlation, Regression and Beta coefficients – Risk Returns Trade-off.

### **UNIT-II (12 Hours)**

Valuation of Shares and Bonds: Concept of Present Value, Share Valuation Model, Constant Growth Model, Multiple Growth Model, Discount Rate, Multiplier Approach to Share Valuation, and Regression Analysis – Bond Valuation: Bond Returns, Bond Prices, Bond Pricing Theorems, Bond Risks and Bond Duration.

### **UNIT-III (12 Hours)**

Fundamental Analysis & Technical Analysis of Equity Stock: Economic, Industry and Company Analysis Framework, Economic Forecasting Techniques – Technical Analysis (Case Study: Coca Cola): Basic Principles and Assumption of Technical Analysis, Chart Patterns, and Technical Indicators – Dow Theory, Elliot Wave theory, Confidence Index, RSI, Moving Average Analysis, and Japanese Candlesticks.

### **UNIT-IV (12 Hours)**

Portfolio and Management: Random walk Theory, Efficient Market Hypothesis (Case Study: E Bay Stock Market Efficiency), and Forms of Market Efficiency – Portfolio Management:

Process of Portfolio Management, Portfolio Analysis, Portfolio Risk and Return Calculation – Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier – Security Market Line – CML – Selection of Optimal portfolio using Markowitz and Sharpe Single Index model. (Case Study: Vanguard - Mutual Funds and Taxes).

#### **UNIT-V (12 Hours)**

Capital Market Theory: CAPM-Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation: Sharpe, Traynor, and Jensen – Measures Portfolio Revision: Need for Revision, Constraints in Revision, Revision Strategies, Formula Plans, and Portfolio Management in India.

*Case Study/Problem (From 2, 4 & 5 Units Only)*

#### **PRACTICAL COMPONENTS:**

- Students are to list out various investment alternatives available, and develop a criteria to choose the best one
- Students are to submit an assignment on basics of equity market.
- Students are to identify and write down career development plans and strategies.
- Students are form into groups (consists of 5-8 students) to explore and examine external factors and its influence on investor Behavior.
- Students are to formulate and exercise appropriate judgment in selecting and presenting information using various methods relevant to securities analysis and portfolio management.
- Conduct practical session on functioning of stock exchanges using Yahoo Finance, Google Finance.
- Conduct practical session on Technical analysis tools.
- Collect analyze equity research reports published by Citi group, Barkley's and HSBC on fundamental analysis.

#### **REFERENCE TEXT BOOKS**

1. Reilley and Brown, Investment Analysis & Portfolio Management, Thomson Learning.
2. Fisher and Jordan, Security Analysis & Portfolio Management, Pearson, PHI.
3. David G. Luenberger, Investment science, Oxford.
4. Alexander, Sharpe, Bailey, Fundamentals of Investment – Pearson / PHI.
5. Barua, Verma and Raghunathan, Portfolio Management, TMH.
6. S. Kevin, Portfolio Management, Prentice Hall India.
7. Ranganathan & Madhumathi, Investment Analysis & Portfolio Management, PHI.
8. V A Avadhani, Securities Analysis & Portfolio Mgt., HPH.

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## **22 MBA302 (X): MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS**

Course Name	Management of Banks and Financial Institutions	L	T	P	C	IM	EM	TM
Course Code	22MBA302(X)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

Banking and Finance takes a look at the fast-paced world of money, stocks, credit, and investments. Finance is an important component of our economy because it provides the liquidity (money or assets) that individuals and businesses require to invest for the future. The course is to provide students with knowledge and key concepts in the bank management and financial institutions with a focusing on the asset liability and risk management. The course will also focus on financial markets, financial institutions and financial instruments; the interest-rate determination; the structure and operations of banks and financial institutions; the operations, tools, and policies of central banks; and on money and inflation. This course discusses the role of banks and financial intermediaries in the economy. The course is structured to provide student the knowledge about the structure of Banking and the financial institutions operating in the Indian Financial environment.

### **Course Objectives:**

The main objectives of this course are:

- To familiarize the students with the operations in the Banks,
- To bring awareness of the regulatory mechanism of financial institutions adopted by the Reserve Bank of India.
- The Course focuses on the Indian Institutional framework and operations.
- To provide an insight into the functioning of Indian Financial System

### **Course Learning Outcomes:**

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

- ✓ Understand the peculiarities of valuing a bank, factors shaping the banking industry (e.g., regulation), and how this bears on value-based bank management.
- ✓ Apply key concepts of value-based bank management like deposit and loan pricing.
- ✓ Recognize the different components, primary and support activities in a Bank.
- ✓ Explain the various ways an account can be opened and operated in a Bank.
- ✓ Recognize the predominant payment system of Cheques and legalities of the payment.

- ✓ Recognize the operations of the Reserve Bank of India and be aware of the effect of Reserve Bank of India on the Economy.
- ✓ Recognize the architecture of Non-Banking Institutions and their role and position in Indian Financial environment.
- ✓ Analyze Asset-Liability Management Techniques and related Hedging techniques.
- ✓ Become familiar with current issues in financial institutions as well as reasons for and consequences of industry financial scandals during the last several decades.
- ✓ Able to analyse the performance of Non-Banking financial institutions and the measures for NBFC given by RBI.

### **Course Content:**

#### **UNIT-I (12 Hours)**

Introduction – Scheduled and non-scheduled banks – Origin & Development - Evolution and growth of banking system in India – Present Structure - Recommendations of Narasimham Committee –Challenges before Indian commercial banks – Opportunities for Indian commercial banks – Strengths and weaknesses of Indian commercial banks – Evolving trends in modern banking: Internet Banking, Mobile Banking, EFT services, Outsourcing of Non-core Services, Mergers and Acquisitions in Banking Sector.

#### **UNIT-II (12 Hours)**

Liquidity – Purpose – Sources – Measurement – Liquidity / profitability problem – Theories of liquidity management – Priorities in the employment of bank funds – Problem of resource allocation in Indian commercial banks- Capital Adequacy in Banks - Functions of capital funds in commercial banks – Capital adequacy – Basle norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian commercial banks.

#### **UNIT-III (15 Hours)**

Credit Management - Cardinal principles of sound bank lending – Formulating loan policy – Factors influencing loan policy – Contents of loan policy – Evaluating credit applicant – Loan supervision - Investment Management: Nature and significance of investment management in commercial banks – Fundamental principles of security investment by commercial bank – Management of security investment – Reviewing investment portfolio – Organization of investment function - Asset Liability Management and Non-Performing Assets: Concept of ALM – Objectives – Functions – Process – Measurement and Management of Risks - Concept of NPAs, NPAs in Indian commercial banks, Causes, Suggestions and steps for containing NPAs, Prudential norms



#### **UNIT-IV (12 Hours)**

Indian Financial System and major Institutions: Structure of Indian Financial System: An overview of the Indian financial system, major reforms in the last decade: Payment banks, GST, monetary policy, Insolvency and Bankruptcy code; issues in financial reforms and restructuring; future agenda of reforms - Financial Markets in India: Role and Importance of Financial Markets, Types of Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets.

#### **UNIT-V (12 Hours)**

Regulatory Institutions in India: RBI, SEBI, IRDA, PFRDA, Corporate Governance and SEBI Role of central bank and commercial banks, Commercial Banking : Role of Banks, NPA, Risk Management in Banks, Basel Norms, Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need and importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, CAMELS rating system, Basel Norms, MCLR based lending NBFCs and its types; comparison between Banks and NBFCs.

#### *Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students are to visit websites of any three public and private sector banks to collect information about banking operations including financial statements to evaluate banks' performance based on banks financial statement and return and risk ratio analysis.
- Students are to critically assess the bank capital requirement and the deposit insurance pricing strategy.

#### **Hands on Training in Banks**

- Practicing the formalities regarding opening a Savings Bank Account ▪ Practicing the formalities regarding opening a Current Account -Practicing the formalities regarding opening Term Deposits- NRE/FCNR accounts opening formalities ▪ Administration of Cash Departments in the Branch- Securities aspects in the Bank branch Activities regarding withdrawal of cash-List of activities carried out Teller / Cash Counter -Procedures for calculation of interests on deposits and loan account- Inward and outward ▪ Bills Collection activity-Clearing House Operations.-MICR clearing, High value clearing and RTGS-Electronic Funds Transfer, DD, Mail Transfer, Telegraphic/ Telephonic transfer- Different types of crossing cheque and activities associated with them -Extension of Bank overdraft facility in SB and CD accounts ▪ Procedure to be followed for sanctioning a gold loan-Appraisal of

loan application of ISB loan Sanctioning of working capital credit line-Formalities associated with documentation of Security Agency Services: Issue of drafts-Periodic Payments- Merchant Banking activities: ▪ Bankers to IPO issues – Treasury operations: Barriers to Government- List of subsidiary books operated and writing final ledger- Checking the balances-Day-to-day vouching procedures Miscellaneous services offered by banks- Gift Cheques, Pay orders, Bankers Cheque-Power of Attorneys-Fore closing accounts and activating dormant deposits-Discounting bills and cheques Locker facility–safe deposit services Loan against securities/deposits/LIC policies -Advances against hypothecation of goods- Advances against book debts and supply bills-LC/LG facilities/documentation Precautions for averting frauds / Preventive vigilance.

## REFERENCE TEXT BOOKS

1. Peter S. Rose & Sylvia C. Hudgins, Bank Management & Financial Services, McGraw Hill, 9th Edition, 2012.
2. Mishkin, F. S., The Economics of Money, Banking, and Financial Markets, 10th Edition, 2013.
3. P.N.Varshney Banking Law & Practice (Sultan Chand Publishers)
4. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
5. M. Y. Khan, Indian Financial System , Tata McGraw Hill.
6. Gerald Hatler, Bank Investments and Funds Management, Macmillan
7. Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.
8. Dudley Lockett, Money and Banking, MacGraw Hill.
9. Hempel, G.E. Sim & Simonson, D. (1999), "Bank Management: Text and Cases", Fifth Edition. John Wiley & sons, Inc.
10. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead”, Response Books.
11. Seccheti, S.G., Money, Banking and Financial Markets, 2006.
12. Pathak, B. Indian Financial System (4th ed). Pearson Publication [Chapter 1, 13, 16, 24]
13. Goods and Services Tax: <http://www.gstcouncil.gov.in/about-gst> Insolvency & Bankruptcy Code: <http://www.mca.gov.in/Ministry/pdf/TheInsolvencyandBankruptcyofIndia.pdf>
14. RBI Guidelines on Payment Banks, Monetary Policy Committee, Universal Banking, CAMELS rating system and MCLR based lending.

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## 22 MBA303: CRISIS MANAGEMENT SKILLS (Lab/Practical)

Course Name	Crisis Management Skills Lab/Practical	L	T	P	C	IM	EM	TM
Course Code	22MBA303	0	0	4	2	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

In today's fast-paced world, organizations face a myriad of potential crises. A crisis can strike an organization at any time. Whether it's a natural disaster, data breach, or public relations issue, leaders must be prepared to navigate these challenges effectively. They often arrive when you least expect it, and when one hits, it can shake an organization and its leaders to the core. All too often, leaders are unprepared for a crisis. Crisis Management is the process by which an organization deals with major unpredictable events that threatens to harm the organization, its stakeholders, or the general public. This course will focus on key elements of crisis and issues management – before, during and after a crisis. The course also offers the basics in identifying, preventing, and controlling crisis situations. Crisis management also depends on developing, assessing and determining consequences of contingency plans, and helps students identify the most common weaknesses found in many crisis management plans. The course offers unique curriculum as per the requirement of the industry. The course aims at developing analytical and entrepreneurial skill amongst the students. This course provides managers with conceptual tools to successfully master high-pressure, complex crisis scenarios. It also provides a platform to foster innovation, creativity and professionalism to those who aspire to become managers of tomorrow.

### Course Objectives:

The main objectives of this course are:

- To gain insight into the objectives and fundamentals of crisis readiness
- To explain different types and sources of crisis.
- To analyze strategic failures leading to a crisis.
- To evaluate the strengths and weaknesses of a crisis response.
- To analyze an organization's public communications regarding a crisis.
- To conduct an after-action analysis to mitigate future crises.
- To learn analytical and practical foundations to anticipate potential crises and develop methods of avoiding or minimizing damage.

- To understand and assess the impact of crises on the community, on the organization, and on its stakeholders.
- To demonstrate methods of diagnosing and resolving crisis situations.

### Course Learning Outcomes:

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

- ✓ Understand the fundamentals of crisis management and its role in organizational success.
- ✓ Identify potential crises and develop prevention strategies.
- ✓ Create and implement effective crisis communication plans.
- ✓ Evaluate and improve crisis response and recovery processes.
- ✓ Develop leadership skills to manage teams during high-stress situations.
- ✓ Analyze case studies to apply learned concepts in real-world situations.
- ✓ Learn how to anticipate crisis and to scan one's business practices for political and social risks.
- ✓ Practice techniques for successfully solving problems in high-pressure crisis situations.
- ✓ Create a crisis management plan using best principles and practices.

### Course Content:

#### UNIT-I (12 Hours)

Introduction to Crisis Management: Defining crisis management, Nature of crises in business organizations - Identifying a crisis - Types of crises - The importance of crisis preparedness - Crisis stages. (Relevant case studies to be discussed)

#### UNIT-II (10 Hours)

Anticipating and Preventing Crises: Risk assessment and analysis -Crisis prevention strategies - Building a crisis management team - Crisis Communications: Elements of effective crisis communication, Managing internal and external communications, Media and social media management during crises - Developing the crisis management manual - Developing procedures to support crisis management policies. (Relevant case studies to be discussed)

#### UNIT-III (10 Hours)

Crisis Response and Recovery: Crisis response planning, Coordinating with emergency services and stakeholders, Evaluating and improving crisis response - Common Crisis Management Plan Weaknesses - Contingency Plans -Damage Control -A Crisis Management Checklist- Contents critical to the emergency response plan- Emergency organization -Emergency procedures.

**(Relevant case studies to be discussed)**

#### **UNIT-IV (10 Hours)**

Leadership in Crisis Situations: The role of the crisis manager, Putting crisis management into action, Crisis management decisions - Emotional intelligence during crises, Decision-making under pressure, Managing team dynamics and stress. **(Relevant case studies to be discussed)**.

#### **UNIT-V (10 Hours)**

Organizing Incident Control; Emergency Control Centres (ECC) - Communication at the ECC - Equipment needed- Resources needed, Emergency Response Teams (ERT) - Health and safety, Crisis Management Teams (CRT) - Forward Incident Control (FIC) - Case Studies and Practical Application: Analysis of real-world crisis scenarios, Applying course concepts to participants' organizations. **(Relevant case studies to be discussed)**

### **REFERENCE TEXT BOOKS**

1. Crandall, Parnell, Spillan, Crisis Management in the New Strategy Landscape, Sage Publications (2009).
2. Mitroff, Ian, Crisis Leadership: Planning for the Unthinkable (1st edition), Wiley (2004).
3. W. T. Coombs, Ongoing Crisis Communication: Planning, Managing, and Responding (4th ed.). Thousand Oaks: Sage Publications.
4. Chandrama Singh, Crisis Management: Challenges And Responses, Hard cover.
5. V. J. Marchesani, The Fundamentals of Crisis Management, Page Publishing Inc., 2014.
6. Yunus D Saleh, Crisis Management, 30 Case Studies, Mill City Press Inc.2016.
7. Crisis Management: Crisis Management - Master the Skills to Prevent Disasters (Harvard Business Essentials) Paperback – Illustrated, 20 September 2011.

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### **22 MBA304 (I): STRESS MANAGEEMNT**

Course Name	Stress Management	L	T	P	C	IM	EM	TM
Course Code	22MBA304(I)	3	0	0	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

#### **Course Description:**

Stress is one of the most common and yet ineffectively managed psychological phenomena. It is common knowledge that stress affects people irrespective of age, profession and life situations and while we have an instinctual understanding of stress and associated feelings, defining stress can be tricky because we all react to it differently. Stress is the “wear and tear” our bodies

experience as we adjust to our continually changing environment; it has physical and emotional effects on us and can create positive or negative feelings. As a positive influence, stress can help compel us to action; it can result in a new awareness and an exciting new perspective. As a negative influence, it can result in feelings of distrust, rejection, anger, and depression, which in turn can lead to health problems. More importantly, stress can result from both positive and negative life events.

The course discusses the various concepts and theories that enable the process of managing stress and preventing them from going beyond control. The students gain psychological perspectives and an understanding of the methods to build resistance to the negative impact of stress. Stress management students learn how to deal with stress in a safe and healthy way. Courses focus on both the root causes of stress for individuals and the skills used to reduce stress and live a happier, more successful life.

### **Course Objectives:**

The main objectives of this course are:

- To understand the nature and consequences of stress,
- To understand the impact of stress on work,
- To recognize the stressors, Adaptive and Maladaptive behaviour

### **Course Learning Outcomes:**

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

- ✓ Understand the cognitive variables of stress
- ✓ Define stress and identify stressors and its origin
- ✓ Understand the holistic nature (mind-body-spirit) of stress management and comprehend the mind-body connection of the stress and disease process
- ✓ Master the basic understanding of the physiological mechanisms responsible for the fight-or-flight response and subsequent manifestations of various symptoms of target organ dysfunctions
- ✓ Understand the importance of using effective coping skills to resolve stressful perceptions and gain a sense of wholeness and inner peace by using these skills
- ✓ Learn about and experience several relaxation techniques and learn to integrate these techniques into your daily living habits to help you control stress and tension
- ✓ Prepare for better future by reducing the stress.

## **Course Content:**

### **UNIT-I (10 Hours)**

Introduction to Stress: Nature, Meaning – Symptoms – Difference between eustress and distress; Frustration, conflict and pressure; Meaning of stressors; common stressors at work place: Stressors unique to age and gender - Work Related Stress – Individual Stress – Reducing Stress – Sources of Stress – Consequence of Stress Burnout – Symptoms of Burnout – Stress Vs Burnout-Model of Stress-Strategies for Coping Stress (individual and organizational strategies).

### **UNIT-II (08 Hours)**

Cognitive appraisal of stress: General adaptation to stress; Consequences of stress; Physiological and psychological changes associated with the stress response - Stress and Memory; Stress and Other Cognitive Variables; Stressful environmental conditions on performance - Behavioural aspects of Stress: Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress - Across the Lifespan; College and Occupational Stress.

### **UNIT-III (07 Hours)**

Stress In individuals - Types of personalities - Transactional Analysis - Locus of Control - Work life Balance - Emotional Intelligence: - Definition History and the measurement of emotional Intelligence - Impact of emotional Intelligence on business environment - Emotional intelligence skills - Business Solution and emotional intelligence.

### **UNIT-IV (07 Hours)**

Stress and Work performance: Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships -Stress Intervention: Performance and Stress Intervention- The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies.

### **UNIT-V (07 Hours)**

Stress Management Techniques: Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress -Preparing for the Future: Care of the Self: Nutrition and Other Lifestyle Issues: Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation.

*Case Study (Not Exceeding 300 words)*

### **PRACTICAL COMPONENTS:**

- Students are to visit different business organizations in their locality or region to identify the factors causing stress to employees/ workers.
- Students are to analyze various coping mechanism practiced by different business organizations and develop innovative coping mechanisms.
- Students are formed into groups (6-8) to develop case study on stress management mechanism followed in business organizations in their region.

### **REFERENCE TEXT BOOKS**

1. Baron .L & Feist.J (2000) Health Psychology 4th edition, USA Brooks/Cole
2. Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA
3. Clayton,M, (2011).Brilliant stressmanagement How to manage stress in any situation's 1st edition, Greart Britain Pearson Education
4. Cooper,C,& Palmer,S, (2000)Conquer Your Stress, London: Institute of personal development Universities Press
5. Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House
6. Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
7. Ogden.J (2000) Health Psychology 2nd edition Philadelphia, Open university press
8. Olpin, M. & Hesson, M. (2015). Stress Management for Life: A Research-Based Experiential Approach. 4th edition. Wadsworth Publishing.
9. Rice.P.L.(1992) Stress and Health,2nd edition, California, Brooks/Cole.
10. Roy,S (2012) Managing stress, Sterling Publication.
11. Taylor S.E (1998) Health Psychology 3rd edition, New York. Mc GrawHill.

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## 22 MBA304 (II): DESIGN THINKING

Course Name	Design Thinking	L	T	P	C	IM	EM	TM
Course Code	22MBA304(II)	3	0	0	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

The word "design" has traditionally been used to describe the visual aesthetics of objects such as books, websites, products, interiors, architecture, and fashion. But increasingly, the definition of design has expanded to include not just artifacts but strategic services and systems. As the challenges and opportunities facing businesses, organizations, and society grow more complex, and as stakeholders grow more diverse; an approach known as "design thinking" is playing a greater role in finding meaningful paths forward. This course will demystify design thinking beyond the media and business buzzword and provide students with the tools to integrate design thinking into their own public service practice.

### Course Objectives:

The main objectives of this course are:

- Expose students to the design process as a tool for innovation.
- Develop students' professional skills in client management and communication.
- Demonstrate the value of developing a local network and assist students in making lasting connections with the business community.
- Students develop a portfolio of work to set them apart in the job market.
- Provide an authentic opportunity for students to develop teamwork and leadership skills.
- Understand and be able to explain the design thinking process;
- Be able to advocate for design thinking in an organizational context;
- Understand and embody the dynamic mindset necessary for effective design thinking;
- Understand the historical and cultural context of design thinking;
- Be able to facilitate and run a design thinking process in a team or organizational context.

### Course Learning Outcomes:

By the end of the course, students should develop the basic functional competencies of a design thinker:

- ✓ Empathy / Ethnography
- ✓ Divergent and Convergent thinking
- ✓ Problem definition / problem framing

- ✓ Verbal / Visual / Experiential thinking and communications
- ✓ Sketching / Concepting
- ✓ Making prototypes
- ✓ Presenting prototypes
- ✓ Explain and advocate for design thinking in a team/organizational context

## Course Content:

### UNIT-I (10 Hours)

#### Fundamental Concepts & History of Design Thinking: **Design Thinking Overview**

- What Is Different About Design thinking?
- Exercise: Design Thinking in the Workplace
- Design Thinking Skills
- Exercise: Design Thinking Skills
- Design Thinking Mindset
- Principles of Design Thinking
- Exercise: Design Thinking Principles

### UNIT –II (07 Hours) General Approaches to Design Thinking

- The Basis for Design Thinking
- Design Thinking Frameworks
- Exercise: Build a Design Thinking Framework
- The Design Thinking Team
  - What Constitutes a Design Thinking Team?
  - Exercise: Create a Design Thinking Team
- Design Thinking Workshops and Meetings
  - Characteristics
  - Types of Workshops

### UNIT –III (08 Hours): A Design Thinking Approach in Stages

- Apply the Design Thinking Frameworks
- Class Exercise: Review the Case Study
- Empathize with the Customers and/or Users
  - Exercise: Engage the Customer /User
- Define the Problem
  - Exercise: Review and Follow-Up
  - Exercise: Define the Point of View
- Ideate
  - Exercise: Develop Potential Solutions
  - Exercise: Feedback on the Solutions
- Prototype Alternate Solutions
  - Exercise: Create a Prototype of the Solution
  - Exercise: Review the Prototype and Gain Feedback

- Test the Solutions
  - Exercise: Prepare Test of the Prototype and Solution

#### **UNIT –IV (07 Hours): Design Thinking Techniques**

- Listening and Empathizing Techniques
  - Engagement
  - Exercise: Ask the Right Questions
  - Observation
  - Exercise: Setting Up the Observation
  - Showing Empathy
- Define and Ideation Techniques
  - Unpacking
  - Exercise: Unpack to the Wall
  - Personas
  - Exercise: Create Personas for the Case Study
  - Pattern Recognition and Connecting the Dots
- Prototype and Test Techniques
  - Types of Prototypes
  - Exercise: Revise Franken Prototype to Refined Prototype
  - Forms of Testing in Design Thinking
  - Exercise: Prepare and A / B Test of the Prototype

#### **UNIT –V (07 Hours): General Design Thinking Practices**

- Visualization Techniques and Diagrams
  - Use of Diagrams and Maps in Design Thinking
  - Exercise: Create an Empathy Map
  - Exercise: Revisit the Wall
  - Exercise; Create an Affinity Diagram
  - Exercise: Create a Mind Map
  - Exercise: Create a Journey Map
- Story Telling Techniques
  - Story Telling Throughout the Design Thinking Process
  - Improvisation
  - Exercise: Tell a Story
  - Scenarios
  - Exercise: Create a Set of Scenarios for the Case Study
  - K-Scripts
  - Exercise: Create a Set of K-Scripts for the Case Study
  - Exercise: Perform Role Playing of Scenarios for the Case Study

*Case Study (Not Exceeding 300 words)*

#### **REFERENCE TEXT BOOKS**

1. John.R.Karsnitz, Stephen O'Brien and John P. Hutchinson, "Engineering Design", Cengage learning (International edition) Second Edition, 2013.

2. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press, 2009.
3. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve – Apply", Springer, 2011
4. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013.
5. Yousef Haik and Tamer M. Shahin, "Engineering Design Process", Cengage Learning, Second Edition, 2011.
6. Book - Solving Problems with Design Thinking - Ten Stories of What Works (Columbia Business School Publishing) Hardcover – 20 Sep 2013 by Jeanne Liedtka (Author), Andrew King (Author), Kevin Bennett (Author).

**Web links and Video Lectures (e-Resources):**

1. [www.tutor2u.net/business/presentations/. /productlifecycle/default.html](http://www.tutor2u.net/business/presentations/. /productlifecycle/default.html)
2. [https://docs.oracle.com/cd/E11108\\_02/otn/pdf/. /E11087\\_01.pdf](https://docs.oracle.com/cd/E11108_02/otn/pdf/. /E11087_01.pdf)
3. [www.bizfilings.com](http://www.bizfilings.com) › Home › Marketing › Product Development
4. <https://www.mindtools.com/brainstm.html>
5. <https://www.quicksprout.com/. /how-to-reverse-engineer-your-competit>
6. [www.vertabelo.com/blog/documentation/reverse-engineering](http://www.vertabelo.com/blog/documentation/reverse-engineering)  
<https://support.microsoft.com/en-us/kb/273814>
7. <https://support.google.com/docs/answer/179740?hl=en>
8. <https://www.youtube.com/watch?v=2mjSDIBaUIM>  
[thevirtualinstructor.com/foreshortening.html](http://thevirtualinstructor.com/foreshortening.html)  
<https://dschool.stanford.edu/.../designresources/.../ModeGuideBOOTCAMP2010L.pdf>  
<https://dschool.stanford.edu/use-our-methods/> 6.  
<https://www.interactiondesign.org/literature/article/5-stages-in-the-design-thinking-process>
7. <http://www.creativityatwork.com/design-thinking-strategy-for-innovation/> 49 8.  
<https://www.nngroup.com/articles/design-thinking/>
9. <https://designthinkingforeducators.com/design-thinking/>
10. [www.designthinkingformobility.org/wp-content/.../10/NapkinPitch\\_Worksheet.pdf](http://www.designthinkingformobility.org/wp-content/.../10/NapkinPitch_Worksheet.pdf)

**Additional Sources:**

- Jack Roberts, Echo Designs Her Way Out Of A Paper Bag, <https://amzn.to/2KXVd0L>
- Andrew Benedict-Nelson and Jeff Leitner See Think Solve: A Simple Way to Tackle Tough Problems, <https://amzn.to/3454X0X>
- Jon Kolko, Exposing the Magic of Design: A Practitioner's Guide to the Methods and Theory of Synthesis, [http://bobcat.library.nyu.edu/primo-explore/fulldisplay?docid=nyu\\_aleph006013837&context=L&vid=NYU&search\\_scope=all&tab=all&lang=en\\_US](http://bobcat.library.nyu.edu/primo-explore/fulldisplay?docid=nyu_aleph006013837&context=L&vid=NYU&search_scope=all&tab=all&lang=en_US)
- Design & Thinking Documentary, <https://nyu.kanopy.com/video/design-and-thinking>
- Stephanie di Russo, Understanding the Behaviour of Design Thinking in Complex Environments, [https://www.academia.edu/24919250/Understanding\\_the\\_behaviour\\_of\\_design\\_thinking\\_in\\_complex\\_environments](https://www.academia.edu/24919250/Understanding_the_behaviour_of_design_thinking_in_complex_environments)

- KeesDorst, Frame Innovation (NYU Library online access), [http://bobcat.library.nyu.edu/primo-explore/fulldisplay?docid=nyu\\_aleph004987439&context=L&vid=NYU&search\\_scope=all&tab=all&lang=en\\_US](http://bobcat.library.nyu.edu/primo-explore/fulldisplay?docid=nyu_aleph004987439&context=L&vid=NYU&search_scope=all&tab=all&lang=en_US)
- Journal of Business and Technical Communication, Special Issue: Thinking Approaches in Technical and Professional Communication, October 2019 <https://journals-sagepub-com.proxy.library.nyu.edu/toc/jbtb/33/4>
- Lee-Sean Huang, Innovate with Design Thinking audio course, <https://knowable.fyi/courses/innovate-design-thinking/>
- Lee-Sean Huang, Design Thinking video course bundle on CreativeLive,

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## **22 MBA304 (III): IT FOR MANAGERS**

Course Name	IT For Managers	L	T	P	C	IM	EM	TM
Course Code	22MBA304(III)	3	0	0	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

Over the years, IT & Digital have emerged as both an essential and a differentiated domain for businesses. It drives all business-critical processes for organizations – not only those directly involved with offering IT products & services but even ones operating in traditional industries (Finance, Retail, Manufacturing, etc.). The ability to harness key elements of the IT domain has become a critical success factor for business managers today. IT has enabled modern organizations to make tremendous strides in productivity, has opened new markets, and has created new product and service opportunities. Managers should understand how IT could help to organize the complexity of modern organizations, manage relationships with customers, suppliers, and employees, and improve work efficiency. This multidisciplinary program has been designed keeping in mind the contemporary industry needs of ambitious business professionals to understand and manage the vital interaction between business and technology. Since Information Technology (IT) has been the driving force behind the new way of doing business, the main purpose of the course is to provide frameworks, tools and skill and comfort in the understanding and use of IT in business from the point of view of a business manager.

### **Course Objectives:**

The objective of this course is to study management's role in the development and use of information systems that help businesses achieve their goals and objectives.

The main objectives of this course are:

- To understand and be able to use frameworks and tools relating to the strategic and operational use of IT in business;
- To instil skills and comfort in decision making around IT project management;
- To cover the necessary basic concepts of business management in relation to IT.

### Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Apply frameworks and management principles to cope up with challenges inherent in rapidly advancing technology.
- ✓ Design, plan, analyze, budget and propose technical requirement that impact the performance of business process to create a competitive edge.
- ✓ Apply knowledge and evaluate the role of Information Technology in supporting various levels of Business strategy.
- ✓ Access and interpret the relationship between Organizations, Information Systems and Business Processes.

### Course Content:

#### UNIT-I (10 Hours)

Foundations of information systems (IS) in business: Data & Information, Information as a Resource, Information in organizational Functions, System concepts – Components of an IS – IS resources – Fundamental roles of IS applications in business – Business Categories of Information Systems-Data Base Concepts- Definition-Advantages, Disadvantages – Information Systems Application: Data Interchange (EDI), Electronic Funds Transfer (EFT), M-Commerce Services & Applications - Trends in Information System for Business.

#### UNIT –II (08 Hours)

Kinds of Information Systems : TPS, OAS, MIS, DSS, GDSS, ES, EIS or ESS, Parameters for selecting a suitable Information System- Building and Managing Systems - System Analysis and Design – Systems Development Life Cycle – System Building Approaches – Prototyping – Rapid Application Development Models.

#### UNIT –III (07 Hours)

Business value of telecommunication networks - The basics of doing business on the Internet- the Internet revolution – the business value of Internet, Intranet and Extranet - IT in business: functional business systems – cross-functional enterprise systems – Enterprise resource planning

(ERP) - Customer relationship management (CRM) and Supply chain management (SCM).

#### **UNIT –IV (07 Hours)**

E-Business systems: e-Business models – Enterprise e-Business systems –E-Commerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements - Organization & Information Technology: IT Capabilities and their organizational impact Fundamentals of strategic advantage — using IT for strategic advantages.

#### **UNIT –V (07 Hours)**

Management challenges: Management Issues in MIS: Information Security and Control – Quality Assurance -Ethical and Social Dimensions – Intellectual Property Rights as related to IT Services / IT Products – Managing Global Information Systems - Emerging Trends in IT: Introduction, Electronic Commerce, Electronic Data Interchange, Smart Cards, Mobile Communications, Internet Protocol TV.

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students should see actual/virtual assembling of a computer system.
- Considering an organization of repute, study the Management Information system of the organization.
- Develop MIS for small business application
- Develop business presentation with MS-PowerPoint

#### **REFERENCE TEXT BOOKS**

1. Management Information Systems: Managing the Digital Firm -Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
2. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
3. Computer Application in Business – Sudalaimuthu, Anthony Raj, HPH.
4. MIS Managing Information Systems in Business, Government and Society - Rahul De ,1/e, Wiley India, 2012.
5. Information Technology for Management: Transforming Organizations in the Digital Economy - Efraim Turban, & Linda Volonino. 7/e, Wiley India. 2007.
6. Management Information Systems – Nirmalya bagchi, Vikas Publishing House, 2011.
7. Computer Applications in Management - Niranjana Shrivastava. Dreamtech Press, 2011.

8. Business Driven Technology - Haag, Baltzan, & Philips. 2/e, Tata McGraw-Hill, 2009.
9. Fundamentals of Information Technology - Alexis Leon, & Mathews Leo ,2/e, Vikas, 2009.

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## **22 MBA304 (IV): MANAGING THE SELF & LEADING OTHERS**

Course Name	Managing the Self & Leading Others	L	T	P	C	IM	EM	TM
Course Code	22MBA304(IV)	3	0	0	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

Knowing oneself is a fundamental step in leading others. This course is designed to help students to become more effective leaders, this course delves into the fundamentals of managing yourself, leading teams, and motivating others to accomplish your company's goals. This course aimed at sharpening students' leadership competencies and capabilities, aspiring to learn more about themselves and interested in using their influencing skills to manage and lead others. The course takes the students on a journey of self-discovery and self-reflection and teaches them strategies and skills that will make them shine and thrive in their jobs as well as in their personal lives. The course enable the students to develop management skills and knowledge by providing the opportunity to explore, critically, concepts, principles, skills, attitudes and behaviors associated with managing effectively in health and social care settings.

### **Course Objectives:**

The main objectives of this course are:

- To define goals for self-management
- To develop self-monitoring
- To assess determinants of problems
- To decide how to engineer self-interventions
- To measure and judge the success of self-interventions and how to improve them
- To prevent relapse from self-management goals achieved, and otherwise sustaining self-management.

### **Course Learning Outcomes:**

On successful completion of this course students will be able to:

- ✓ Understand and apply the theoretical basis of personal leadership.
- ✓ Analyze and evaluate the impact of personal leadership in educational contexts.



- ✓ Create a personal vision as a transformational leader of self and others.

## **Course Content:**

### **UNIT-I (08 Hours)**

Anatomy of the self-The mind-The intellect-The sub-conscious mind-Consciousness-Self-awareness: Assessing your self-awareness - Why increase your self-awareness -How to increase your self-awareness: Self-awareness questionnaires, Emotional intelligence questionnaire, Interpersonal needs questionnaire (FIRO-B), Assertiveness questionnaire, Cognitive style questionnaire.

### **UNIT –II (10 Hours)**

Self-management: Behavioural Tools, Cognitive and Affective tools for self-management - Cognitive and Affective TOOLS for self-management Clarifying values, Setting Goals, and Planning - Self-management - Personal and Social skills - Self-management Skills and Lifelong learning -Personal Goal setting -Personal mission statements -Strategies for Effective Goal Setting - Self-Monitoring - Self-Analysis -Self-Change - Recognizing strengths and blind spots in yourself and others – Self control and self regulation.

### **UNIT –III (07 Hours)**

Persuading others with tact and diplomacy: Definition of Persuasion -Persuasion strategies: Credibility, Logical Reasoning, Emotional appeal - Improving your persuasive skills - Persuasive skills in formal presentations - Persuasion versus negotiation -The art of persuasion: thirty proven tips and techniques - Influencing others from a position of authority—or without authority -Managing within organizational hierarchies.

### **UNIT –IV (07 Hours)**

Leading others with active coaching: Characteristics of an ideal coach - How a good coach is described - 7 masterful coaching personality traits - Myths and realities - Seven communication principles for coaching -Gather good information with EARS -Good habits of effective listeners -Leadership coaching styles: What kind of a coach are you? -

### **UNIT –V (07 Hours)**

Transforming others with influence and inspiration: Transformational leadership defined - Transformational leadership and charisma - A model of transformational leadership - Transformational leadership factors - Transactional leadership factors - Other transformational perspectives -How does the transformational approach to leadership work.

*Case Study (Not Exceeding 300 words)*

## PRACTICAL COMPONENTS:

### Activity 1:

Self-management skills Materials required Student textbooks, pen Procedure Read the following paragraph. Write in class. One volunteer can read what he/she wrote and other students can discuss. “Manish got admission to a new school. His clothes were not clean, shoes were not polished and laces were not tied. He did not smile at anyone and looked sad. He did not look confident. What are the qualities of self-management that you think are missing in Manish?”

### Activity 2:

The teacher will facilitate these activities by showing you the e-learning module for this lesson via [http://www.psscive.ac.in/Employability\\_Skills.html](http://www.psscive.ac.in/Employability_Skills.html). The module will include videos and e-content for the above topics as well as detailed instructions for some activities below.

After watching the initial video in the e-learning lesson, write down the points that you will use from the video to understand your own strengths and weaknesses.

Activity (i) Aim in life:

Materials required Pen/pencil, notepad or sheets of paper

Procedure:

- Form pairs of students. Make a list of tasks/activities you can do well.
- Write your main aim in life.
- Share your notes with your partner and discuss your personal characteristics.

List what you believe as a person by starting the sentences with ‘I am’ (I am a sensitive person).

List all you can do well by starting the sentences with ‘I can’ (I can identify safety aspects and seek support when witnessing or experiencing violence and abuse).

List what you plan to do by starting the sentences with ‘I will’ (I will train myself in yoga). State your aim in life.

Start the sentence with ‘My aim is’ (My aim is to become an accomplished sportsperson).

### Activity3:

*Students will practice self-management techniques to regulate emotions such as*

- Mindfulness
- Conditioned relaxation response
- Boundary setting

*Students will practice various techniques of relationship management such as engaging with:*

- Display of empathy
- Effective communication
- Teamwork ●Conflict resolution

Any other If required, students can share their experiences in the form of a Project Report. Any other Practical/Practice as decided from time to time.

#### **Activity 4:**

##### **Make an Emotion Vs Logic List**

Differentiating between your emotional and rational brain will help you discover the best route forward when faced with a difficult situation. Use this exercise to make the distinction and clarify your decision-making process.

1. Think of an issue you're currently experiencing that requires you to make a decision. Describe it.
2. What is your emotional brain telling you to do? List your options.
3. What is your rational brain telling you to do? List your options.
4. Compare the two lists you just made. How are your emotions clouding your rationality? Where is your rationality ignoring important cues from your emotions?

#### **REFERENCE TEXT BOOKS**

- 1) The Organizational Behavior Reader, 9th Edition (it is critical to have the 9<sup>th</sup> edition) by J. S. Osland, & Turner, M. E. (Eds). Upper Saddle River, NJ: Prentice Hall.
- 2) Leaders Eat Last. By Simon Sinek. Penguin Publishing.
- 3) Packet of Harvard Business School Cases – The HBS case numbers are listed below in this syllabus. Here is the link for purchasing cases from the Harvard website: <http://cb.hbsp.harvard.edu/cbmp/access/65798749>
- 4) Netepchuk V.V. Self-management : taught . manual. Rivne NUVHP, 2013.
- 5) Sakun A.A. Self-management : учеб. help \_ for tanks Odessa: ONAS named after A.S. Popova, 2015..
- 6) Self-management: study guide / G. Z. Leskiv, G. Ya. Levkiv, M. M. Blihar , V. V. Gobela , O. P. Podra , G. V. Koval. Lviv: Lviv State University of Internal Affairs decided cases, 2021.
- 7) Seagull G.L. Manager's self-management: training help \_ K.: Znannia, 2014.
- 8) Chkan A. S. Self-management: study guide. Zaporizhzhia: ZNU, 2014.

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## 22 MBA304 (V): TOTAL QUALITY MANAGEMENT

Course Name	Total Quality Management	L	T	P	C	IM	EM	TM
Course Code	22MBA304(V)	3	0	0	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Total quality management (TQM) is a customer-oriented process that aims for continuous improvement of business operations. It ensures that all employees and their work align to common goals of improving product or service quality, showing continuous enhancement and improvement through continuous feedback. Strong support and commitment from the management is a key factor and principle that could influence the success of implementing a TQM system in the organization. This course provides students with an understanding of quality control and improvement systems. The course includes study of topics related to quality management approaches, design and implementation of quality-related procedures, and related technologies.

### Course Objectives:

The main objectives of this course are:

- To learn the basic concepts of quality and quality from organizational point of view;
- To learn the concept of total quality management from western and Japanese approach;
- To learn the internal politics, quality culture, education and training of the organization;
- To be aware of international/national Quality awards.

### Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Understand and assess quality environment of the organization.
- ✓ Explain the various approaches of TQM
- ✓ Infer the customer perception of quality
- ✓ Analyze customer needs and perceptions to design feedback systems.
- ✓ Apply statistical tools for continuous improvement of systems
- ✓ Apply the tools and technique for effective implementation of TQM.

### Course Content:

#### UNIT-I (10 Hours)

Introduction – Need for quality – Evolution of quality – Definition of quality – Dimensions of product and service quality -Definition of TQM– Basic concepts of TQM – Gurus of TQM

(Brief introduction) — TQM Framework- Barriers to TQM -Benefits of TQM.

#### **UNIT –II (08 Hours)**

TQM Principles: Leadership - Quality Statements, Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating.

#### **UNIT –III (07 Hours)**

TQM Tools & Techniques: The seven traditional tools of quality – New management tools – Six-sigma Process Capability- Bench marking – Reasons to benchmark, Benchmarking process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM).

#### **UNIT –IV (07 Hours)**

Continuous Process Improvement: Process, the Juran trilogy, improvement strategies, types of problems, the PDSA Cycle, problem-solving methods, Kaizen, reengineering, six sigma, case studies. Statistical Process Control: Pareto diagram, process flow diagram, cause and effect diagram, check sheets, histograms, statistical fundamentals, Control charts, state of control, out of control process, control charts for variables, control charts for attributes, scatter diagrams, case studies.

#### **UNIT –V (07 Hours)**

Quality Management System: Introduction-Benefits of ISO registration-ISO 9000 Series of Standards-Sector-Specific Standards – AS 9100, TS16949 and TL 9000– ISO 9001 Requirements-Implementation-Documentation-Internal Audits-Registration- Environmental Management System: Introduction, ISO 14000 Series Standards, Concepts of ISO 14001 - Requirements of ISO 14001-Benefits of EMS.

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students are to study and prepare analysis report of quality dept. procedure and tests conducted for product of any manufacturing industry
- Students are to prepare a documentation and requirement report for ISO 9000 for any retail / manufacturing industry, already having ISO certification.

- Students are to study and benchmarking of customer satisfaction for any four life insurance industry/ Banking. Study and prepare a report on Six Sigma, which is already applicable in the industry
- Students are to prepare a report with parameters study ( for quality assurance in manufacturing process / raw materials ) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits

### **Total Quality Management Game:**

Make a quality egg-catcher: to illustrate the concepts of 'total', 'quality' and 'management'

Divide the participants into groups of five. Give each group a flipchart and a couple of markers

List out the following constraints:

- A successful egg-catcher is one which will keep the egg whole even after dropping from 6 ft.
- Each group gets three trials to succeed.
- The area around the egg-catcher should never be dirty.
- Nobody should be hurt during the game.
- They have an hour to complete the task.
- They have twenty Rupees/dollars (play money) to buy the material they will need.
- Every member of the group should be involved at every stage of the game.
- The groups will be assessed on their Quality statement, quality of their egg-catcher, the record of involvement of every member at every stage of the game and the data used to make the egg-catcher.

First Stage of the Total Quality Management Game: Ask each group to write a list of characteristics that describe a good quality raw-egg-catcher. Ask them to transform the list into a quality statement.

Display on a table all possible materials that the groups would need for the egg-catcher, like: newspaper, a pair of scissors, length of cloth, metal wire, Wire-cutter, glue, binding wire, bucket, bowl, wire mesh, string, stick, needles, CD mailers, rubber rings, Stool, ladder, etc. You can include many more items. The display should also include the unit prices of the objects on the table

Second stage of this Total Quality Management game: In the next round ask them to list the materials they will need to make the egg-catcher. This chart should have data on unit costs of the material and total costs. Having written this up, they are now ready to buy the material.

Third stage this Total Quality Management game: They have to start making the egg-catcher and are ready for the trial as soon as they have made the tool. After every trial the group has the opportunity to review data and improvise their tool until the third and the final trial.

The group that fulfils all the conditions given above is declared to be successful.

Use the debrief to illustrate the concepts of 'total', 'quality' and 'management' in this Total Quality Management game. Create your own Total Quality Management games by thinking of similar fun activities. Let us know when you do so.

### REFERENCE TEXT BOOKS

- 1) Dale H.Besterfield, Carol B.Michna,Glen H. Besterfield,Mary B.Sacre,Hemant Urdhwareshe and RashmiUrdhwareshe, Total Quality Management, Pearson Education Asia, Revised Third Edition, Indian Reprint, Sixth Impression,2013.
- 2) Joel.E. Ross, Total Quality Management – Text and Cases, Routledge., 2017.
- 3) Kiran.D.R, Total Quality Management: Key concepts and case studies, Butterworth - Heinemann Ltd, 2016.
- 4) Oakland, J.S. TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, Third Edition, 2003.
- 5) Suganthi,L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006 .

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### 22 MBA401: INTERNATIONAL BUSINESS

Course Name	International Business	L	T	P	C	IM	EM	TM
Course Code	22MBA401	3	0	0	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

#### Course Description:

This course on International Business Management provides a comprehensive overview of the fundamentals and complexities of conducting business in the global market. Students will learn about the evolution and nature of international business, the impact of economic, political, legal, technological, and socio-cultural environments, and emerging trends in international business. The course covers various trade theories, modes of international business, instruments of trade policy,

and regional integrations. Additionally, students will explore the role of multinational corporations, ethics in international business, international financial institutions, foreign direct investment, and the international management aspects, including accounting, human resources, marketing, production, and logistics. By the end of the course, students will be equipped with the knowledge and skills to navigate the challenges and opportunities of international business and contribute effectively in the global economy.

### **Course Objectives:**

The objectives of this course are to enable the students to understand the fundamentals and significance of International Business in the global economy, analyze the International Business environment, including economic, political, legal, technological, and socio-cultural factors, identify and compare different modes of International Business and comprehend key theories of International Trade and their application. This course is designed to provide students with an exposure to many of the essential elements of international business in today's global system.

### **Course Learning Outcomes:**

By the end of the course, students should be able to

- ✓ Describe the historical evolution and significance of International Business in the context of the global economy.
- ✓ Analyze the various components of the International Business environment and their impact on business operations.
- ✓ Identify and compare different modes of International Business and select the most appropriate one for specific business scenarios.
- ✓ Evaluate the major trade theories and apply them to real-world trade situations.
- ✓ Explain the key instruments of International Trade Policy and assess the implications of regional integrations and trade barriers.
- ✓ Analyze the structure and functioning of Multinational Corporations and their influence on the global and Indian economies.
- ✓ Demonstrate effective negotiation skills in International Business scenarios, considering cultural, legal, and ethical factors.
- ✓ Understand the roles and functions of International Financial Institutions in the global financial system.



- ✓ Interpret and analyze the balance of payments position and devise corrective measures for balance of payments disequilibrium.
- ✓ Assess the factors influencing Foreign Direct Investment and its impact on economies, with a focus on FDI trends in India.
- ✓ Explain the roles of GATT and WTO in facilitating international trade and resolving trade disputes.

## **Course Content:**

### **UNIT-I (10 Hours)**

Fundamentals of International Business: Evolution of International Business, Nature of International Business, Importance of International Business – International Business Environment: Economic Environment, Political Environment, Legal Environment, Technological Environment, Socio-Cultural Environment – Emerging Trends in International Business.

### **UNIT –II (08 Hours)**

International Trade Theories: Mercantilism, Theory of Absolute Cost Advantage, Comparative Cost Advantage Theory, Relative Factor Endowment Theory, The New Trade Theory, Heckscher – Ohlin Theory, Product Life Cycle Theory – Modes of International Business: Exporting, Licensing, Franchising, Contract Manufacturing, Management Contracts, Turnkey Projects, Joint Ventures, Mergers and Acquisitions – Instruments of International Trade Policy – Regional Integrations – Trade Barriers.

### **UNIT –III (07 Hours)**

Multinational Corporation: Features, Organizational Structure, Merits and Demerits, Role of MNCs in Indian Economy, Role of MNCs in Global Economy - Ethics in International Business – International Business Negotiations – GATT – WTO.

### **UNIT –IV (07 Hours)**

International Financial Institutions: IMF, World Bank Group, Asian Development Bank, International Development Association – International Balance of Payments: Fundamentals, Types of Balance of Payments, Disequilibrium in Balance of Payments, Methods of Correction - Foreign Direct Investment: Factors Influencing FDI, Reasons for FDI, Costs and Benefits of FDI, Trends in FDI, Foreign Direct Investment in India.

## **UNIT –V (07 Hours)**

International Accounting Management – International Human Resource Management, International Marketing Management – International Production and Logistics –Recent trends in International Business.

### *Case Study (Not Exceeding 300 words)*

## **PRACTICAL COMPONENTS:**

- **Case Studies and Analysis:** Students will be provided with case studies related to international business scenarios. They will analyze these cases, identify challenges, and propose suitable strategies for successful global business operations. This will enhance their problem-solving and critical thinking skills.
- **Mini Research Projects:** Students will be assigned mini research projects on topics related to international business trends, market analysis, trade policies, or global financial institutions. Students will conduct research, gather data, and present their findings and suggestions.
- **International Business Plan:** Students will be divided into groups and assigned with task to develop a comprehensive international business plan. They will choose a product or service, analyze target markets, devise market entry strategies, create financial projections, and address legal and cultural considerations.
- **Group Presentations:** Students are to be organized into groups of 2-4, and should be assigned specific topics related to international business. Each group should give a presentation utilizing visual aids. These presentations foster collaboration, diverse perspectives, improved communication skills, and critical thinking, providing students with valuable learning experiences and opportunities to showcase their knowledge to peers and instructors.

## **REFERENCE TEXT BOOKS**

1. Sumati Varma. (2013). International Business (1st edi), Pearson.
2. Charles Hill. (2011). International Business: Text & Cases, Tata McGraw Hill, New Delhi.
3. Warren J. Keegan. (2010). Global Marketing Management (9th edi), Prentice Hall of India, New Delhi.
4. Bholanath Dutta. (2010). International Business Management: Text and Cases, Excel Books, New Delhi.

5. Sanjay Misra. PK Yadav. (2009). The International Business Environment: Text and Cases, PHI Learning Private Limited, New Delhi.

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### **22 MBA402 (I): STRATEGIC MARKETING**

Course Name	Strategic Marketing	L	T	P	C	IM	EM	TM
Course Code	22MBA402(I)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

#### **Course Description:**

To be successful, a company must develop competitive marketing strategies that effectively position its products against competitors and give it the strongest possible competitive advantage. Strategic Marketing course encompasses marketing strategy elements and their integration. The focus of this course is strategic marketing analysis for making marketing decisions and marketing planning. It, therefore, integrates knowledge acquired in other subjects in marketing (e.g., analysis of consumer behavior, brand management, market research) and business administration subjects (management, finance, and accounting). Students develop analytical skills, acquire a strategic perspective of marketing and learn to comprehend it as an integral part of the overall strategy of a company. This course is also focused on helping students become a strategic marketer, so that they can create, gain support for and execute marketing plans that will build strong and enduring businesses.

#### **Course Objectives:**

This course focuses on strategically analyzing and solving marketing problems from a decision makers 'perspective. Specifically, the course has two key learning objectives:

- Understanding and effectively using the fundamental frameworks, processes, and analysis tools of marketing strategy
- Using the “first principles” of marketing strategy to solve business problems

#### **Course Learning Outcomes:**

By the end of the course, students should be able to

- ✓ Analyze marketing opportunities and threats
- ✓ Discuss strategic concepts and theories and their application in marketing environments.
- ✓ Develop and critically assess marketing strategies
- ✓ Research and analyze marketing strategies in different contexts
- ✓ Identify and resolve well-defined problems reaching substantiated conclusions employing methods of analysis specific to marketing.

- ✓ Effectively communicate Strategic Marketing knowledge and outcomes in both written and oral contexts.
- ✓ Employ strategies and processes which assist independent learning.

## **Course Content:**

### **UNIT-I (15 Hours)**

Introduction to strategy, strategic concepts and strategic levels - Fundamentals of Strategic Marketing - Marketing as strategy - Alternative marketing strategies: Generic and Specific - Creating an Effective Marketing Plan and Decision Making Process – Strategic marketing planning in the Contemporary Environment – Components of a Strategic Marketing Plan – Use of Market Research for Marketing Strategy Decisions.

### **UNIT –II (12 Hours)**

Analytical Approaches to Strategic Marketing: Organization for Marketing – Strategy Environment & Competitive Analysis- Strategic Analysis (SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing – Strategic options: Value, Focus, Innovation and Customer Relationships – Strategic Positioning, Position Options, Development and Selection of a Strategic Position.

### **UNIT –III (12 Hours)**

Marketing Strategy Formulation: Developing Competitive Marketing Strategies: Role of Marketing Mix – Diversification Strategies (related and unrelated diversification, synergy, entry strategies) – Strategies for Growth Markets (Penetration, Product-Market Expansion, Vertical Integration and the Big Idea – Strategies for Mature, Declining and Hostile Markets (creating growth, right strategy, milk or harvest, divestment or liquidation) – Turnaround Strategies – Strategies for New Economies – Competitive Positioning Strategies: Competitive Advantage through Innovation and Managing Customer Relationships – Global Marketing Strategies..

### **UNIT –IV (12 Hours)**

Marketing Strategy Implementation: A Framework for Going to Market – Prerequisites for Effective Implementation – Constraints in Marketing Strategy Implementation – Organizational Issues – Channel Tactics, New Product Development best Practices – Integration of Marketing Strategies and their Application to Different Business Sectors: FMCG, Industrial, & Services.

## UNIT –V (12 Hours)

Marketing Strategy Evaluation and Control: Measurement of Marketing Performance and its feedback to next year's Marketing Strategy Formulation – Types of Control – Strategic Marketing Audit & Scope – Corrective Measures.

*Case Study (Not Exceeding 300 words)*

### PRACTICAL COMPONENTS:

- Students will undertake a strategic marketing project. The project will address an existing strategic marketing problem from an organizational/commercial partner to provide a valuable practical situation in which the strategic marketing theory can be applied to practice.
- Students will conduct critical evaluation of the strategic value of marketing planning in domestic and multinational company of their choice.
- Students will form into groups consist of 3-5 students to evaluate applications of strategic marketing concepts in domestic and international companies of their choice.
- Each student is responsible for developing a case based upon a marketing related problem from work or from an organization in which you have a particular interest. This assignment must specifically address issues and analytical tools discussed during the semester or covered in your text.

### REFERENCE TEXT BOOKS

1. Carol H. Anderson: Strategic Marketing, Houghton Mifflin Harcourt Page.
2. D. W. Cravens & N. F. Piercy: Strategic Marketing, McGraw Hill/Irwin.
3. O.C. Ferrell, Michael D. Hartline: Strategic Marketing, South-Western Cengage
4. Boyod Wlker, Mullins Larrech : Marketing Strategy, McGraw Hill
5. Colin, David J.: Strategic Marketing Management; Planning, Implementation & Control: Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker, David: Strategic Marketing, Wiley-India
7. George S.: Market Driven Strategy Day; Process of Creating Value, Free Press
8. J. P. Guiltinan, G. W. Paul, T. J. Madden: Marketing Management Strategies and Programs, McGraw-Hill Companies
9. Jain, Subhash : Marketing; Planning and Strategy, South-Western College Publishers

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## 22 MBA402 (II): SALES AND DISTRIBUTION MANAGEMENT

Course Name	Sales & Distribution Management	L	T	P	C	IM	EM	TM
Course Code	22MBA402(II)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

In today's competitive marketplace no company can take its customers or market share for granted. A company that does not quickly capture and understand changes in the market place will normally witness a sharp decline in sales and profitability. Hence, a company's sales team and channel partners have a larger role to play in fulfilling organisational objectives. The sales and distribution function of a modern day corporation must not merely sell products; they must also be actively involved in solving customer problems and building a relationship with customers.

### Course Objectives:

- To understand the concept of sales and distribution management and their interrelationship,
- To help students understand the Sales & Distribution functions as integral part of marketing, functions in a business firm, Globalization, increased competition, rapid changes in communication and information technology,
- To develop higher level of customer orientation for efficient sales and distribution management,
- To explain role and responsibility of sales personal and essential selling skills,
- To understand the concept and effect of sales organization and sales effort,
- To explain the skills and methods required for sales force management,
- To understand the marketing logistics decisions.

### Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Analyze marketing opportunities and threats
- ✓ Discuss strategic concepts and theories and their application in marketing environments.
- ✓ Develop and critically assess marketing strategies
- ✓ Research and analyze marketing strategies in different contexts
- ✓ Identify and resolve well-defined problems reaching substantiated conclusions employing methods of analysis specific to marketing.

- ✓ Effectively communicate Strategic Marketing knowledge and outcomes in both written and oral contexts.
- ✓ Employ strategies and processes which assist independent learning.

## **Course Content:**

### **UNIT-I (15 Hours)**

Sales Management: Concept, Nature and Scope, Objectives and Functions –Interface of Sales with different functions – Theories of Selling – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix –Trends and Challenges – Selling Through Different Media.

### **UNIT-II (12 Hours)**

Sales Forecasting & Operations: Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation — Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales – Sales Meeting.

### **UNIT-III (12 Hours)**

Sales force Management: Planning Manpower Requirements – Recruiting and Selecting Sales Personnel – Methods and Administering Selection Procedures – Developing Sales Training Programs, Executing and Evaluating Sales Training Programs, Motivating Sales Personnel, Compensating Sales Personnel – Designing and Administering Various Compensation Plans, Controlling Sales Personnel and Managing, Sales Evaluation Programs, Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

### **UNIT-IV (12 Hours)**

Distribution Management: Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Planning and organizational Patterns in Marketing Channels – Channel Design Process and Channel Management Decisions – Channel Intermediaries: Role and Types – Wholesaling: Types of Wholesalers, and Wholesaler marketing decisions – Retailing: Types of Retailers, and Retailer Marketing Decisions – Channel Dynamics and Conflicts.

### **UNIT-V (12 Hours)**

Market Logistics & Supply Chain: Logistics Objectives, Market Logistics Decisions for Distribution Channels – Transport and Handling: Economic of Transportation – Modes of Transport, Organizing Transport Facilities – Supply Chain Operations – New Developments in Supply Chain Management.

*Case Study (Not Exceeding 300 words)*

**PRACTICAL COMPONENTS:**

- Students are to interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession
- Students ask their friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. Assume student is sales manager of a company. Student make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Assume a company; XYZ is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. Students have to analyze different methods and recommend a method for your company.

**REFERENCE TEXT BOOKS**

1. Krishna K. Havaladar & Vasant M Cavale : Sales & Distribution Management: Text & Cases, Tata McGraw Hill.
2. Still, Cundiff and Govani , Sales Management - Decisions, Strategies and Cases, Prentice Hall.
3. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi.
4. Anderson. R. Professional Sales Management: Englewood Cliffs, New Jersey, Prentice Hall Inc.



5. Buskirk, R.H. and Stanton. W.J., Management of Sales Force, Homewood Illinois, Rochard D. Irwin.
6. Dalrymple, D.J., Sales Management: Concepts and Cases, New York, John Wiley.
7. Johnson. E. M., Sales Management: Concepts, Practices and Cases, New York. McGraw Hill.
8. Stanton, William J etc., Management of Sales Force, Chicago, Irwin.

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### **22 MBA402 (III): RETAIL MANAGEMENT**

Course Name	Retail Management	L	T	P	C	IM	EM	TM
Course Code	22MBA402(III)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

#### **Course Description:**

The success of any retail business is heavily dependent on competent retail management in today's cutthroat business environment. Retail is the exchange of commodities in a single step between a supplier and a customer in modest quantities. Retail management is the management of the day-to-day operations of retail outlets that involve the sale of goods and services to customers. Today, retail is a thriving industry that needs managerial abilities to streamline and improve the retail process. It ensures that customers are satisfied with the services and goods they buy and that retail outlets are profitable and run smoothly. The Indian economy is booming, making retail management one of the most sought-after career paths in the industry. With an ever-increasing need for trained professionals, investing in India's retail market is a wise decision. This course helps students equip with the skills and knowledge needed for a successful managerial role within this sector.

#### **Course Objectives:**

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the students' critical and innovative thinking skills.

#### **Course Learning Outcomes:**

By the end of the course, students should be able to

- ✓ Define retail business and identify its working mechanisms

- ✓ Explain the retail business model for brick and mortar formats in detail
- ✓ Define the various constituents of retail strategy
- ✓ Develop and sustain a competitive advantage in retail sector
- ✓ Define the practical tools and techniques of retail strategy
- ✓ Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.

### **Course Content:**

#### **UNIT-I (15 Hours)**

Introduction to Retailing: Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Indian & Global Retailing – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Consumer Buying Behavior Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping, and Crossbuying Behavior – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing: e-tailing.

#### **UNIT-II (12 Hours)**

Retail Market Strategy: Concept, Definition, and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

#### **UNIT-III (12 Hours)**

Retail Management: Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

#### **UNIT-IV (12 Hours)**

Retail Pricing & Promotion: Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Price promotions – Retail Communication Budget: Process and Methods of Budgeting – Emergence of Multichannel

## **UNIT-V (12 Hours)**

Store Management: Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising – Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies – Customer Relationship Management: CRM Process and CRM Programs – Retail Customer Satisfaction, Loyalty, and Retention Strategies – CRM Measurements: Customer Life Time Value and Customer Equity – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing – Retail Audit – Retailing Research in India.

*Case Study (Not Exceeding 300 words)*

### **PRACTICAL COMPONENTS:**

- Students are to visit nearby retail stores (both organised and unorganised) and identify their retail marketing strategies, and to submit a detailed report.
- Students are to form in groups (a group consists of 5-8 students) to prepare a concise note on HRM and Financial strategies of retailers in local /regional area.
- Students are to identify and examine retail marketing communication strategies of local retailers and submit a report on the same.
- Students are to identify retail pricing techniques of the local retailers and choose the best pricing technique and price promotion and submit justification.

### **REFERENCE TEXT BOOKS**

1. Levy &Weitz, Retailing Management, TMH.
2. Swapna Pradhan, Retailing Management Texts & Cases, McGraw Hill Companies.
3. A.J.Lamba, The art of Retailing, TMH.
4. Andrew J Newmann&Petescullen, Retailing Management, Thomson Learning.
5. Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach, Pearson Education.
6. Gilbert, Retail Marketing Management, Pearson Education.
7. Chetan Bajaj, RajnishTuli and Srivatsva, Retail Management, Oxford University Press.
8. Lecy, M., B.A. Weitz, and Ajay Pundit., Retailing Management, The McGraw-Hill Companies.

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## 22 MBA402 (IV): SERVICE OPERATIONS MANAGEMENT

Course Name	Service Operations Management	L	T	P	C	IM	EM	TM
Course Code	22MBA402(IV)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

Services and Operations Management addresses the design and management of effective and efficient systems for proper conveyance of services. In today's world of global competition and shrinking margins, the place and importance of successful service operations cannot be over-emphasized. Customers expect and demand, among other things, timely and correct deliveries, reliable logistical information, competitive prices, quick response to service calls, as well as friendly and collaborative behaviour, be it in the B2B and/or the B2C context. This course is an introduction to the concepts, principles, problems, and practices of successful service operations management. Emphasis is focused on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence.

### Objectives of the Course:

The objective of the course is to understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns.

The specific objectives of the course are:

- To understand the nature of services,
- Aligning service strategy and service competitiveness,
- Service design, development & automation.
- Managing human resource in services,
- Service quality, service facility design and facility location,
- Demand management in services, Capacity management or supply management in services,
- Managing waiting lines & queuing models,
- Service inventory and supply chain management, Quantitative models in managing service operations.

### Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Obtain an overview of the successful Service Operations Management (SOM) function through the introduction of the topics traditionally associated with the study of Service Operations Management.
- ✓ Formulate and implement strategy
- ✓ Design the service delivery system
- ✓ Develop an understanding of the terminology and responsibilities that relate to Service Operations Management.
- ✓ Formulate and describe the function of the Service Operations Management discipline in various sectors of the economy through case study.
- ✓ Obtain a set of basic tools and skills used in solving problems traditionally associated with operating the service operations system.
- ✓ To explore the interface of Service Operations Management with the other management functions, such as marketing, procurement & sourcing, outsourced good & services and customers.
- ✓ Deploy technology in the improvement of service, customer relationships and globalization.

### **Course Content:**

#### **UNIT-I (15 Hours)**

Service Operations Concept: Difference between Manufacturing and Service Operations, Service Operations Characteristics, Classification of services and analyzing service operations, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction. Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized vs. Decentralized, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

#### **UNIT-II (12 Hours)**

Service Design and Strategy: Introduction to Service Strategy, Competitive Service Strategies, - New service Design and Development – Design Elements – Service Blue Print – Process Structure – Generic Approaches – Value to Customer; Retail Design Strategies – Store Size – Network Configuration; Managing Service Experience – Experience Economy, Key Dimensions; Vehicle Routing and Scheduling.

### **UNIT-III (12 Hours)**

Service Quality: Defining Service Quality, Dimensions, Service Process Control, Service Quality Gap Model; Measuring Service Quality – SERVQUAL– Walkthrough Audit; Quality Service by Design; Service Recovery – Service Guarantees; Service Encounter – Triad, Creating Service Orientation, Service Profit Chain; Front office, Back Office Interface – Service Decoupling.

### **UNIT-IV (12 Hours)**

Service Facility : Servicescapes – Behavior – Environmental Dimensions – Framework; Facility Design –Nature, Objectives, Process Analysis – Process Flow Diagram, Process Steps, Stimulation; Service Facility Layout; Service Facility Location – Considerations, Facility location decision factors, Facility Location Techniques.

### **UNIT-V (12 Hours)**

Demand and Capacity Management in Services: Forecasting Demand in Services – Smoothing Customer Demand in Services – Service Capacity Management – Yield management – Resource and Workforce Scheduling in Services – Inventory Management in Services – Managing Waiting Lines.

*Case Study (Not Exceeding 300 words)*

### **PRACTICAL COMPONENTS:**

- Students are to form into groups to prepare a field report on how some selected organisation has approached a particular operations management problem or issue, how they apply a particular or various operations management principles to their specific operational environment eg. Supply Chain Management, Operations Scheduling, Quality Management etc. will be required to be submitted by the final intensive session.
- This will ideally be based on a “live” company example that students have access to or alternately, could be research based. Eg. consider a well known company where there is a lot of information available in the public domain. The report should attempt to provide a critical assessment based on concepts and principles learning during the subject and make recommendations for improvement.
- Each group should submit a brief (half a page at the most) write up of what they propose to do for the group project component.

- Students are to identify critical dimensions of service quality in 21<sup>st</sup> century by visiting nearby service oriented organisations like colleges, banks, insurance and hospitality organisations.

### REFERENCE TEXT BOOKS

1. Heskett, J.L, Lessons in the service sector in The Service Management Course: Cases & Reading, Free Press, 1991
2. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.
3. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007.
4. Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico
5. Fitzsimmons & Fitzsimmons (2006), Service Management, Tata McGraw-Hill
6. Haksever, et al. (2006), Service Management and Operations, Pearson Education
7. Hollins (2007), Managing Service Operations, Sage Publications
8. Johnston & Clark (2009), Service Operations Management, Pearson Education
9. Metters, et al. (2006), Service Operations Management, Cengage Learning
10. Davis & Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill.

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### 22 MBA402 (V): STRATEGIC HRM

Course Name	Strategic HRM	L	T	P	C	IM	EM	TM
Course Code	22MBA402(V)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

The course on "Strategic Human Resource Management" explores the critical role of HRM in organizational success by aligning HR strategies with corporate objectives to gain a competitive advantage. Students will delve into the evolution of strategic HRM, understanding the investment perspective of HRM, and analyzing the dynamic HR environment. Emerging issues and trends in strategic HRM will be explored to equip students with the latest industry insights.

### Objectives of the Course:

- To define and explain the importance of Strategic Human Resource Management (SHRM) in organizational success.
- To analyze HR strategy formulation and its alignment with corporate objectives for

- competitive advantage.
- To explore strategic aspects of Human Resource Planning, including workforce redesign, mergers, and managing technological advancements.
- To understand staffing, training, performance management, and compensation strategies in SHRM.
- To evaluate HR effectiveness and strategic contributions in traditional and emerging HR areas.

### Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Explain the concept of Strategic Human Resource Management (SHRM) and its significance in organizational success.
- ✓ Analyze the impact of HRM investments on achieving organizational goals.
- ✓ Demonstrate an understanding of the HR environment, emerging issues, and trends in strategic HRM.
- ✓ Develop HR strategies aligned with corporate objectives for competitive advantage.
- ✓ Evaluate and apply various HR planning approaches, including strategic workforce redesign.
- ✓ Examine the effects of mergers, acquisitions, technology, and employment law on HR practices.
- ✓ Utilize effective staffing and training methods to enhance workforce productivity.
- ✓ Integrate training initiatives with performance management and compensation systems.
- ✓ Implement performance management and feedback mechanisms for employee development.
- ✓ Understand labor relations, employee retention, and separation strategies.
- ✓ Evaluate HR effectiveness using different approaches and assess strategic contributions in traditional and emerging HR areas.

### Course Content:

#### UNIT-I (15 Hours)

Introduction to Strategic HRM: Definition - Importance – Evolution of Strategic Role of Human Resource Management - Strategic Framework for HRM– Process of Strategic HRM – Corporate Strategy and SHRM – SHRM Approaches- Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.



## **UNIT-II (12 Hours)**

Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

## **UNIT-III (12 Hours)**

HR Strategy Implementation: Human Aspects of Strategy Implementation: Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Personal Values and Business Ethics – Retrenchment Strategies: Downsizing, Voluntary Retirement Schemes (VRS), HR Outsourcing, Early Retirement Plans, and Project Based Employment.

## **UNIT-IV (12 Hours)**

Recruitment and Retention Strategies: Online Recruitment, Employee Referrals, Recruitment Process Outsourcing, Head Hunting, Executive Education, Flexi Timing- Telecommuting – Work– life Balance Practices – Employee Empowerment –Employee Involvement – Autonomous Work Teams – Training, Development and Performance Strategies: Creating a Learning Organization, Competency Mapping, Multi-Skilling Succession Planning, Cross Cultural Training.

## **UNIT-V (12 Hours)**

HR Strategy Evaluation: HR evaluation process – Overview– Scope – Strategic Impact – Level of Analysis – Criteria – Level of Constituents – Ethical Dimensions – Approaches to Evaluation - Balanced score card perspective – Bench marking – Evaluating Strategic Contribution of Traditional areas such as selection, Training, Compensation – Evaluating Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

*Case Study (Not Exceeding 300 words)*

## **PRACTICAL COMPONENTS:**

- **Case Studies and Analysis:** Students will analyze real-world case studies related to strategic HRM, HR strategy formulation, workforce planning, and performance management. They will identify challenges, propose solutions, and discuss the

implications of strategic decisions.

- **HR Strategy Formulation Exercise:** Students will work in groups to develop HR strategies aligned with corporate objectives for specific business scenarios. They will present their strategies and defend their choices to gain a competitive advantage.
- **HR Training and Development Plan:** Students will create a comprehensive training and development plan for an organization, integrating it with performance management systems and compensation strategies to enhance employee performance and skill development.
- **Emerging HR Trends Presentation:** Students will research and present on emerging trends in strategic HRM, such as HR technology, diversity and inclusion initiatives, employee well-being programs, and other relevant topics shaping the HR landscape.

### REFERENCE TEXT BOOKS

- 1) Jeffery Mello (2008), Strategic HRM, Thompson publication, New Delhi
- 2) Charles R. Greer, Strategic Human Resource Management, Pearson Education.
- 3) Michael Armstrong, Strategic HRM, Kogan page, London
- 4) Agarawala Tanuja (2007) Strategic Human Resource Management, Oxford University Press.
- 5) Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- 6) Srinivas R. Kandula,(2002),Strategic Human Resource Development, Prentice Hall India.

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### 22 MBA402 (VI): INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

Course Name	Industrial Relations and Labour Legislations	L	T	P	C	IM	EM	TM
Course Code	22MBA402(VI)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

#### Course Description:

Industrial relations and labour legislation provide complete insight about industrial relation problems, and analysis of such problems. Having knowledge in this area is very important for researchers, industry leaders, HR managers and so on. This course provides knowledge of Industrial relations with labour laws and understand the trade unions, collective bargaining, industrial conflicts, awareness about various labour laws and the knowledge in these areas is

very essential for people to work with present day organizations.

### **Objectives of the Course:**

- To acquaint with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial laws,
- To provide the students the intricacies of industrial relations so that a healthy environment is developed for functioning of employees

### **Course Learning Outcomes:**

By the end of the course, students should be able to

- ✓ To gain insights into conceptual knowledge on industrial relations.
- ✓ To appraise the extent to which the workers can participate in management
- ✓ To interpret the mechanism for resolving industrial disputes.
- ✓ To realize the provisions in various labour laws.
- ✓ To discuss the legal framework of factories act.

### **Course Content:**

#### **UNIT-I (15 Hours)**

Concept of Industrial Relations- Concept, Definition and Importance, Factors affecting Industrial Relations, Approaches to Industrial Relations, Impact of Technology on Industrial Relations, Concept of Co-Operation in India, Parties in industrial relations, workers employers and government, trade unions, Nature of Trade Unions, Trade Union Movement in India, Benefits of Trade Unions for Workers, Problems of Trade Unions & Remedies.

#### **UNIT-II (12 Hours)**

Collective Bargaining: Objectives, Principles, Prerequisites for Collective Bargaining, Collective Bargaining Process, Conditions for the Success of Collective Bargaining, Collective Bargaining and Labour Management, Workers Participation in Management: Concept and Objectives of Workers Participation in Management, Growth and Development of Workers Participation in Management, Levels and Mode of participation, Works Committee, Joint Management councils, Worker Director, Causes of Grievance, Grievance Redressal Procedure, Quality Circles, Benefits and Problems of Quality Circles.

#### **UNIT-III (12 Hours)**

**The Factories Act 1948**, Definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.

#### **UNIT-IV (12 Hours)**

Trade Union Act 1926: Immunity granted to Registered Trade Unions, Recognition of Trade Unions, The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation and enforcement, The Industrial Disputes Act 1947, Industrial Conflicts: Meaning & Causes and Types, Strikes & Lockouts, Machinery for Resolving Industrial Disputes under Law.

#### **UNIT-V (12 Hours)**

Payment of Wages Act 1936: Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Minimum Wages Act 1948, The Payment of Bonus Act 1965, ESI Act 1948, The Payment of Gratuity Act 1972, PF Act 1952, Workmen's Compensation Act 1923.

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- **Case Studies and Analysis:** Students will analyze real-life cases of industrial disputes and legal principles related to labor issues in India. They will critically evaluate how legal principles have been applied to solve labor-related problems, including situations, service conditions, division of labor, labor discipline, and their sphere of activity.
- **Legislative Evaluation:** Students will critically analyze and interpret the provisions of various labor legislations in India. They will assess recent amendments, understand the legislative intent behind the changes, and discuss the implications of these modifications on both employees and employers.
- **Group Discussions:** Classroom discussions will focus on the significance of peaceful settlement in resolving industrial disputes. Students will explore different alternatives and mechanisms available for resolving conflicts between labor and employers, promoting a harmonious work environment.
- **Practical Application of Labor Laws:** Students will be assigned practical exercises to apply their knowledge of labor laws to hypothetical scenarios. They will propose solutions based on legal principles to address labor-related challenges faced by employers and employees.
- **Role-Play:** Students will participate in role-play scenarios that simulate possible

disagreements between labor and employers. Through these role-plays, they will practice conflict resolution techniques and develop negotiation skills to resolve industrial disputes effectively.

### REFERENCE TEXT BOOKS:

1. C.B.Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13<sup>th</sup> Edition, 2014.
2. C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2012.
3. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
4. T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House, Edition 5<sup>th</sup>, 2013.
5. S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.2012.
6. Labour and Industrial Laws , S.N.Mishra, Central Law House.
7. Introduction Labour and Industrial Relations By Avathar singh.

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### 22 MBA402 (VII): HUMAN RESOURCE ANALYTICS

Course Name	Human Resource Analytics	L	T	P	C	IM	EM	TM
Course Code	22MBA402(VII)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

People Analytics is about leveraging data in order to make better informed (data-driven) people decisions. This course provides students with an introduction to and practical applications in HR analytics also known as human capital analytics or people analytics. The course will educate on emerging practices and techniques used to acquire data, analyze, predict and finally solve questions and challenges confronting organizations of all sizes and sectors today. This course also provides the analytics knowledge, skills, and competencies to address human capital issues in private, public, and not-for-profit organisations. The subject explores how analytics helps managers to address both tactical and strategic level human capital issues.

### Objectives of the Course:

The objective of this course is to acquaint the students with:

- the concepts and significance of HR analytics
- the tools, methods, approaches and techniques of HR analytics

- application of analytics in various HR sub-systems

### **Course Learning Outcomes:**

By the end of the course, students should be able to

- ✓ Gain insights into conceptual knowledge on HR analytics.
- ✓ Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.
- ✓ Analyze problems and issues in HR and the relevance of HR analytics.
- ✓ Logically synthesize the tools, methods and techniques of HR analytics to understand real world corporate scenario.
- ✓ Identify the application and uses of HR analytics in various HR sub-systems

### **Course Content:**

#### **UNIT-I (15 Hours)**

Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics - HR Measurement: Need for HR Measurement, Significance and concept of HR Analytics, HR Analytics and business linkages, Types of data, Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital, need and rationale for HR Accounting & Audit, Approaches and methods of HR Accounting & Audit.

#### **UNIT-II (12 Hours)**

HRIS for HR Analytics: Concept of Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation, The development process- need analysis, systems design, structure and culture; HRIS Applications- Making HRIS work.

#### **UNIT-III (12 Hours)**

Analytics for HR sub-systems HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems.

#### **UNIT-IV (12 Hours)**

HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard.

#### **UNIT-V (12 Hours)**

Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience.

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students are to visit an Organisation and interact with Analyst who deals with HR function; know how the data is used and worked.
- Students are to apply HR analytics to solve various HR & Business challenges faced by faced organizations in the local and regional.
- Students are to use HR dashboards to tell stories that can sell to the business heads.
- Students are to use Tableau as a tool to analyze HR data effectively.
- Students are to analyze the stages of diagnostic, predictive and prescriptive analytics in HR.
- Students are to prepare a dashboard and analysis various functions and interrelations of data.
- Work on Excel through real time data of any company and generate the output.
- Group Discussions: Classroom discussions will focus on the significance of contemporary HR analytical tools and techniques to solve day to day HR problems faced by business organizations.

#### **REFERENCE TEXT BOOKS:**

- 1) Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication.
- 2) The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback.

- 3) Shonna D. Waters , Valerie N. Streets , Lindsay Mcfarlane , Rachael Johnson-murray
- 4) Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Boyce Byerly, GenePease, and Jac Fitz-enz.
- 5) Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub.
- 6) The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Guenole Nigel, Ferrar Jonathan, Feinzig Sheri, Pearson Publication.
- 7) Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press. Fitz-enz, J. (2013). How to measure HRM. McGraw-Hill.
- 8) Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
- 9) Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill.
- 10) Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press .
- 11) Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press.
- 12) Practical Applications of HR Analytics Pratyush, Banerjee; Jatin Pandey; Manish Gupta Sage Texts, India 2019.
- 13) HR Analytics- Understanding Theories and Applications Bhattacharya, Dipak Kumar Sage Texts, India 2017.
- 14) Winning on HR AnalyticsLeveraging Data for Competitive Advantage Ramesh, Soundarajan and Kuldeep Singh Sage Publication India Pvt. Ltd. 2016.
- 15) Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration Sesil James, C Pearson, New Jersey 2017.
- 16) Predictive Analytics- Mastering the HR Matrix Martin Edwards and Kirsten Edwards Kogan Page 2019.
- 17) Fundamentals of HR Analytics: A Manual on Becoming HR Analytical Fermin Diez, Mark Bussin, Venessa Lee Emerald Publishing Limited 2019.

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## 22 MBA402 (VIII): INTERNATIONAL FINANCIAL MANAGEMENT

Course Name	International Financial Management	L	T	P	C	IM	EM	TM
Course Code	22MBA402(VIII)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment since corporate, these days, are going global. With respect to this, it becomes important for the students of MBA to understand the structure of international finance market and management. Various parameters of international finance like understanding the flow of fund in the international market, foreign exchange rate behavior and risk exposures associated with it. This subject also discusses the various financing tools available to the corporate while operating in the international market. Students will get the knowledge of currency derivatives, which helps the firm manage their funds in the international market. They will also come to know how the firms manage the exchange rate risk while operating globally.

### Objectives of the Course:

The objective of this course is to acquaint the students with:

- Various stages of expansion overseas that multinational corporation utilizes in order to benefit from globalization.
- International monetary system and the foreign exchange markets.
- Balance of Payments (BOP) data and determine its implications for international competition.
- Forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates.
- Converting currencies using spot, future, and cross rates and identify arbitrage opportunities.
- Applying knowledge of derivatives to risk management in international financial markets.
- Explaining translation, transaction, and economic exposure to exchange rate changes.
- Describing how interest rate risk affects financial decision making in the international business arena.
- Identifying the processes and instruments used in the financing of international trade.

### Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Develop an ability to apply international financial management skills in the acquisition, organization, analysis, evaluation and presentation of related information using digitally based resources.
- ✓ Build a commitment to acquiring and understanding international financial management.
- ✓ Grow a frame of reference through which to identify, evaluate, and solve problems pertaining to international financial management.
- ✓ Encourage critical and analytical skills and the ability to work independently.
- ✓ Create an understanding of the links amongst business disciplines and a commitment to learning.
- ✓ Demonstrate communication and written skills (e.g. the ability to write quality reports).
- ✓ Work constructively, effectively and cooperatively as part of a team.
- ✓ Be able to apply ethical standards and use ethics responsibly in financial markets and the wider community.
- ✓ Appreciate your role as a global citizen and the global impact of the foreign exchange market.

### **Course Content:**

#### **UNIT-I (15 Hours)**

Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits, Complexities and Issues in Financial Decisions of a Multinational Firm - International financial Environment: Features, Objectives, and Importance of IFM - Financial Management Versus International Financial Management.

#### **UNIT-II (12 Hours)**

International Monetary System: Gold Standard, Interwar Period, Bretton Woods System, Fixed and Floating Exchange Rate System – Foreign Exchange Market: Features and Functions – Exchange Rate: Determination of Exchange Rate – Spot and Forward Rates – International Parity Conditions: Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition – Exchange Rate Movement and Decision to Invest – Global Financial Markets: International Banks, Euro Currency Market, Euro Bond Market, International Stock Market, and Global Equity Market.

#### **UNIT-III (12 Hours)**

Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure – Exposure

Management Contractual and Natural Hedging – Interest Rate Risk Assessment and Management – International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, and Adjusted Present Value Approach.

#### **UNIT-IV (12 Hours)**

International Portfolio Management: Decision to Invest in Portfolio, International CAPM, and Identification of Optimum Portfolio – International Project Financing: Concepts, Types, Techniques and Key Elements – Cost of Capital and Capital Structure of Multinational Firms – Long term Financing Sources of MNCs.

#### **UNIT-V (12 Hours)**

International Working Capital Management: Cash Management, Receivables and Inventory Management – Short-term Financing – International Accounting: Foreign Currency Translation, Multinational Transfer Pricing and Performance Measurement – Consolidated Financial Reporting International Accounting Standards and Practices – International Taxation: Key elements and Issues, International Tax Environment, Bilateral Treaties, and Tax Heavens – Dividend Policy for Multinational Corporations: Issues, Challenges, and Dividend

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students are to study the documentation in international finance (For example, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).
- Students may need to take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.
- Students are to take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, and Exchange Rate Forecasting.
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

#### **REFERENCE TEXT BOOKS:**

1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India.
2. V.Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India.

3. A.K.Seth, International Financial Management, Galgothia Publishing Company.
4. P.G.Apte, International Financial Management, Tata McGraw Hill, 3<sup>rd</sup> Edition.
5. Bhalla, V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol.
6. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol.
8. Buckley Adrin, Multinational Finance, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India
9. Jain, International Financial Management, MacMillan.
10. Thomas J.O' Brien, International Financial Economics, Oxford.
11. Alan C, Shapiro, Multinational Business Financial Management, Wiley India.
12. Jeff Madura, International Corporate Finance, Cengage.

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## **22 MBA402 (IX): STRATEGIC TAX MANAGEMENT**

Course Name	Strategic Tax Management	L	T	P	C	IM	EM	TM
Course Code	22MBA402(IX)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

This course provides an overview of the national tax system in terms of government and taxpayer remedies in cases of taxation reporting disputes and tax audit by the Bureau of Internal Revenue. It also discusses the judicial sector of the government governing such disputes. The course also provides students with knowledge of taxation formalities and procedure under local government code and other preferential taxes existing.

### **Objectives of the Course:**

- To learn how to prepare tax accounts and file taxes,
- To gain useful awareness into the numerous techniques and methods involved in Tax Planning,
- To differentiate distinctly between Tax Avoidance, Tax Aversion, and Tax Planning,
- To gain expert knowledge of the professional standards, principles and procedures of accounting, and their application to different practical situations, and
- Understand why tax planning, control, and management are all an equal part of the process

## Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Explain the factors that drive the need for tax planning strategies and management, and understand the consequences of breaching these laws in a highly legalised world
- ✓ Tax planning and management under Direct and Indirect Taxes
- ✓ Explain case laws governing core provisions of the above Acts
- ✓ Explain tax assessment for various assesses and return filing procedures
- ✓ Understand various tax considerations that arise while taking decisions by the management in the organization.
- ✓ Understand the significance of strategically managing tax in financial analysis and decision-making while proactively controlling your organization's tax position so that legal requirement is met.
- ✓ Prevent companies/business organisations from the probable issues faced due to tax planning strategies and management

## Course Content:

### UNIT-I (15 Hours)

Overview of Tax Structure - Overview of Income Tax Law – Importance of Tax Management in Business Organizations – Expenditure Tax Act - Interest Tax Act, Finance Act, Black Money and Imposition Tax Act, Indirect Tax –Current Tax Rates - Central Excise and VAT, Customs Duty, Service Tax, Central Sales Tax and VAT, GST Law-Act, Rule, Amendment, Notifications, etc. relating to GST Law issued by Central and/or State Government. GSTN, IGCT, SGST, UTGST, GST Council.

### UNIT-II (12 Hours)

Tax planning & Strategies: Introduction to Tax Planning – Features and different types of tax planning – Methods of Tax Planning – Tax Planning Process - Tax management in relation to Real Estate, Securities, Retirement Accounts, Small Business - Tax planning and tax management in relation to Central Excise Act; Customs Act; Sales Tax.

### UNIT-III (12 Hours)

How the Tax System Works for Businesses - Tax considerations arising with regard to specific management decisions such as make or buy; own or lease; retain or replace; repair or scrap or return; export versus local sale; shut down or continue; expand or contract -- Tax implications

in International Joint Venture - Tax aspects of mergers and amalgamations - New Industrial establishment and tax planning.

#### **UNIT-IV (12 Hours)**

Tax Incentives and Export Promotions; Tax aspects of Investments; Tax implications in developing Capitalization Structure and Short Term Loans; Deposits from public; Term loans; Bonus Issues; Dividend Policy.

#### **UNIT-V (12 Hours)**

International Taxation: International Taxation & Transfer Pricing issues, Application of Generally Accepted Cost Accounting Principles and techniques for determination of Arm's Length Price - Indirect Taxation issues in cross-border services - General Anti-Avoidance Rule (GAAR) – concept and application - Advance Pricing Agreement (APA) – Concept and application.

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students are to visit the local corporate companies/business organisations to identify the application of various tax acts and tax provisions.
- Students are to visit local companies/business organisations to identify various methods of tax planning used and practiced.
- Students are to prepare a report on tax incentives and export promotions availed by local companies and business organisations.
- Students are to visit multinational companies in their region to identify international taxation & transfer pricing policies adopted and implemented.
- Students can visit Any MNC to understand the indirect taxation issues in cross-border services.

#### **REFERENCE TEXT BOOKS:**

- 1) E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
- 2) Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
- 3) V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
- 4) Allahabad.
- 5) A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
- 6) Taxman, The Tax and Corporate Law Weekly.

- 7) Bhagwati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan
- 8) Direct Taxes: Laws & Practice, V.K. Singhania, Taxman Publications.
- 9) Direct Tax planning and Management, V.K. Singhania, Taxman publications.
- 10) Corporate Tax Planning, R.N. Lakhota, Vision Publications
- 11) Systematic Approach to Income Tax and Central Sales Tax, Ahuja and Gupta, Bharat Law House.
- 12) Income Tax Act, 1961, Ahuja and Gupta, Bharat Law House.
- 13) Income Tax Rules, 1962, Ahuja and Gupta, Bharat Law House.

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## **22 MBA402 (X): FINANCIAL DERIVATIVES**

Course Name	Financial Derivatives	L	T	P	C	IM	EM	TM
Course Code	22MBA402(X)	4	0	1	4	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### **Course Description:**

The course introduces three general classes of derivative instruments: forwards/futures, options, and swaps. Within each class, students will learn specific derivative products such as commodity, index and interest rate forwards/futures, equity/index options, currency and interest rate swaps etc. The major arbitrage, trading and hedging techniques are introduced throughout the course for each type of the derivative instrument. Students will also learn derivatives' pricing and valuation models using conceptual problems and practical assignments. The aim of this course is to provide thorough understanding to the students about the significance of risk. To understand the importance of hedging using derivative instruments like Forwards, Futures, Options and Swaps.

### **Objectives of the Course:**

- The objective of the course is to know about Financial Derivatives.
- To understand the students about the concept of derivatives and its types and different types of financial options available to boost the economy.
- To acquaint the knowledge of Options and Futures.
- To know about Hedging and the development position of Derivatives in India.

### **Course Learning Outcomes:**

By the end of the course, students should be able to

- ✓ Understand the mechanics of futures, option and swap markets
- ✓ Understand the derivative products and the development of derivative trading in India.
- ✓ Get familiar with the characteristics of the derivative options and mechanism of trading.
- ✓ Identify suitable option trading strategies suitable to market movement.
- ✓ Develop knowledge about functioning of SWAPs and hedging strategies.
- ✓ Apply the mechanics of Futures and Options markets via Stock track portfolio simulation.
- ✓ Apply the hedging techniques with derivatives using Stock track portfolio simulation.

## Course Content:

### **UNIT-I (15 Hours)**

Introduction to risk management: (Only theory) -Defining and managing risk - Upside and downside risks - Commodity price risk - Interest rate risk -Approaches to risk management - An overview of Financial Derivatives – History of derivate markets - Types of trades and traders – Types and Purpose of Derivatives – Uses of Derivatives- Derivatives Market in India and other Countries –Derivatives trading at NSE/BSE.

### **UNIT-II (12 Hours)**

Forwards & Futures: Introduction – Evolution of Futures Market in India - Futures terminology – Key features of Futures and Forward contracts – Futures vs. Forwards –Classification of Forward Contracts - Types of Financial Futures - Pay off for futures – Equity futures in India – Index futures – Stock futures – Futures trading strategies – Hedging – Speculation – Arbitrage – Spread trading.

### **UNIT-III (12 Hours)**

Options: Meaning of Options, Types – Options Valuation – Option Positions: Naked and Covered Option – Underlying assets in Exchange traded Options – Determinants of Option Prices - Option Pricing: Black- Scholes - Option Pricing Model – Binominal Option Pricing model – Speculation – Arbitrage – Straddle – Strangles – Strips and straps – Spread trading.

### **UNIT-IV (12 Hours)**

Swap: Concept, Nature, Evolution of Features of Swap – Types of financial Swaps – Interest rate Swaps – Currency Swaps –Debt Equity Swap – Commodity Swaps – Equity Index Swaps.

### **UNIT-V (12 Hours)**

Hedging: Concepts-Hedging objectives - Model- Basic Long and Short Hedges – Cross hedging –Basis Risk and Hedging – Basis Risk Versus Price risk –Devising a Hedging Strategy -



*Case Study (Not Exceeding 300 words)*

**PRACTICAL COMPONENTS:**

- Students are to submit a detailed note on the role of derivatives in the present economy.
- Students are to visit the local/regional stock exchanges to get exposed to real time differences between the various financial derivative securities (Futures, Forwards and Options).
- Students are to write in detail about mechanics of the futures market and evaluate the various hedging strategies using futures.
- Students are asked to submit homework assignment about definition and interpretation of the different Greek measures used to define the risk of options.
- Students are to prepare a report and discuss on the Black-Scholes-Merton pricing model and its real time implications.
- Students are to visit nearby commodity exchanges to understand the real time nuances of its functioning.

**REFERENCE TEXT BOOKS:**

1. David A. Dufofsky and Thomas W. Miller: Derivatives, Oxford.
2. John C. Hull: Options, Futures and other Derivatives, Prentice Hall of India, New Delhi.
3. N DVohra and B R Bagri, Futures and Options, McGraw Hill
4. Robert .A. Strong, Derivatives, Cengage.
5. Don M. Chance and Robert Brooks: Derivatives and Risk Management Basics, Cengage.
6. Jayanth Rama Varma, Derivatives and Risk Management, McGraw Hill.
7. BishnuPriya Mishra, Financial Derivatives, Excel Books, New Delhi.
8. Franklin Edwards and Cindy Ma, Futures and Options, Tata McGraw Hill, New Delhi.
9. Redhead, Financial Derivatives, An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi
10. Bhalla, V.K, Financial Derivatives, Sultan Chand, New Delhi.
11. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
12. Kumar S.S, Financial Derivatives, Prentice Hall of India, New Delhi.

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## 22 MBA404 (I): BANKING TECHNOLOGY MANAGEMENT

Course Name	Banking Technology Management	L	T	P	C	IM	EM	TM
Course Code	22MBA404 (I)	3	0	1	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

This course covers topics related to core banking solutions, impact of technology on banking operations, significance of branch computerization, the challenges and opportunities of centralized banking; it also includes the concepts like delivery channels used in banking operations, back office operations and their importance. Further the topics like interbank payment system and contemporary issues in banking like block chain technology, crypto currencies etc will be studied as part of this course.

### Objectives of the Course:

The aims of this course are to enable the student to describe and analyze the strategic role of the tools and methodologies of ICT in bank management and to demonstrate the ways that new services are creating value and differentiation.

The specific objectives of the course are:

- To have an acquaintance on the Rise of Technology in Banking,
- To understand of Core Banking and Technologies involved in it,
- To understanding of Banking Channels and Payments gateways,
- To understand the aspects of Automated Teller Machine and MICR, Electronic Banking and Card Payments,
- To learn about Society for Worldwide Interbank Financial Telecommunication (SWIFT),
- To know the various IT Security aspects in Banking

### Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Understand the concepts of application of Technology in banking sector.
- ✓ Describe various modes of electronic fund transfer available.
- ✓ To gain knowledge about CBS components and other banking software.
- ✓ To acquire practical knowledge on Banking Technology.
- ✓ Appraise technologies involved in different fund transfer modes.

## **Course Content:**

### **UNIT-I (12 Hours)**

Branch Operation and Core Banking- Introduction and Evolution of Bank Management - Analysis of Rangarajan Committee Reports - Technological Impact in Banking Operations– Different approaches to banking computerization, WAN, LAN, VAST, Networking System - Single window concept- Total Branch Computerization - Centralized Banking.

### **UNIT-II (10 Hours)**

Delivery Channels -Overview of delivery Channels – Automated Teller Machine (ATM) – Phone Banking –Call Centers – Internet Banking – Mobile Banking- USSD, UPI, BHIM – Payment Gateways – Card Technologies – MICR Electronic clearing.

### **UNIT-III (10 Hours)**

Back office Operations - Back Office management -Document Storage: Signature Storage and Display by Electronic means – Documents Handling Systems and Document Storage and Retrieval system -Inter branch reconciliation – Treasury Management– Forex Operations – Risk Management – Data center Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationships Management (CRM).

### **UNIT-IV (10 Hours)**

Interbank Payment System – INFINET Interface with Payment system Network– Structured Financial Messaging system –Electronic Fund transfer – RTGS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques.

### **UNIT-V (10 Hours)**

Contemporary Issues in Banking Technology: Block Chain and Bit-coin – Crypto currency Analysis of Recent Core Banking Software- CYBER Law Protecting – Confidentiality and Secrecy data - Computer Audit, Information System Audit, Information Security.

## **PRACTICAL COMPONENTS:**

- Students are to visit the local public/private sector banks to get exposed to real time applications of technology in banking management.
- Practical's on E-BANKING: Creating a bank web site and e-banking software using WAMP/LAMP Creating master, checking balance, creating reports, and other e-banking services.
- Students are to visit local banks for understanding the functioning of payment gateways.

- Students are to conduct mini project work on the implementation of cyber laws, information system audit and security in scheduled and private banks and foreign banks if available.

### REFERENCE TEXT BOOKS:

1. Mark O' Neill "Web Services Security".
2. Nixon Brian "Teach yourself E-Banking".
3. E-Banking: Global Perspective by Vivek Gupta, Edition June 2000, ICFAI University Press.
4. P.H. Bassett - Computerized Accounting, NCC Blackwell Ltd. Oxford, 1994
5. M.C Shukla & T.S.Grewal, Advanced Accounts- S.Chand & Co., New Delhi
6. Ravi Kalkota, Andrew B. Whinston, Electronic Commerce A Manager's Guide – Pearson Education 2006.
7. MJ Cronin, Banking and Finance on the Internet, Van Nostrand Reinhold, 1997
8. Euromoney, Internet Finance Review, 2001
9. J Shaw and J Sperry, e-Commerce for Banks Credit unions and Insurance Companies, Electronic Commerce Strategies, 2000
10. MJ Cronin, Unchained Value: The New Logic of Digital Business, Harvard Business School Press, 2000

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### 22 MBA404 (II): E-BUSINESS

Course Name	E-business	L	T	P	C	IM	EM	TM
Course Code	22MBA404(II)	3	0	1	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

### Course Description:

E-Business (electronic business) is any process that a business organization conducts over a computer-mediated network since the internet has changed the way companies carry out their businesses. It is the conduct of online business processes on the web, internet, extranet or a combination thereof. Electronic Business (e-Business) is aimed at enhancing the competitiveness of an organization by adopting innovative information and communications technology throughout an organization and beyond, through links to partners and customers. Managers and decision makers need to know not only how to use the new techniques to automate existing business processes, but also how to redesign and transform processes taking advantage of e-Business. The course introduces the fundamentals and infrastructure of e-Business to familiarize

students with related new technology development.

### **Objectives of the Course:**

The course aims to provide students with the basic business knowledge necessary for Business student. The course strives to enable students to:

- Recognize the e-business concepts and how it is different from e-commerce.
- Recognize the e-business models and infrastructure
- Learn how e-business concepts are applied to different fields.
- Analyze the potential impacts of different e-Business strategies; the ability to evaluate the effects of business issues in relation to various e-Business models.
- Evaluate the e-Business environment and implications for business organizations.

### **Course Learning Outcomes:**

By the end of the course, students should be able to

- ✓ Develop an e-Business plan.
- ✓ Specify the requirements for starting an online business.
- ✓ Apply e -business concepts to different fields, such as: education, banking, tourism.
- ✓ Understand the concept and role of digital marketing and e-payment systems;
- ✓ Explain the importance of the security, legal, ethical and privacy issues and understand how they may impact a firm's E-Business strategy.

### **Course Content:**

#### **UNIT-I (12 Hours)**

Concept of e-business; Nature, scope, and impact of e-business technologies; Difference between e-business and e-commerce; History and development of e-business; Advantages of e-business; Business model for e-products and e-services; Contribution of e-business technologies to economic growth, market, competitiveness, and productivity.

#### **UNIT-II (10 Hours)**

Technologies in e-business: Introduction; e-business technologies - hardware, e-business software applications, internet and World Wide Web; Database management system; e-business security; Online payment technology; IT/IS evaluation and e-business; Social consequences of e-business technologies.

#### **UNIT-III (10 Hours)**

Digital Marketing : Concept; Effects of e-business technologies on marketing strategy, customer

retention and e-CRM; Measuring the extent of digital marketing activity; Market analysis; Digital marketing tools; Viral marketing.

#### **UNIT-IV (10 Hours)**

E-Business and Operations Management: Difference between purchase and procurement; Market solutions - sell-side, buy-side, and market place; Integration of product catalogue; Procurement service providing.

#### **UNIT-V (10 Hours)**

E-Payment System: Characteristics of payment system; Classification and type of e-payment systems - An overview of B to C payments, B to B payments, Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards and digital cheques - Secure Electronic Transaction (SET) protocol - RFID Concepts.

#### **PRACTICAL COMPONENTS:**

- Assignments and the case study require students to demonstrate their understanding of the basic concepts and the key characteristics of e-Business environment.
- Students are required to design simple e-Business applications using e-Business design tools.
- Students are to derive or discuss case study for transforming site & discuss points for transforming in to e-business function.
- Students are to visit a few business Websites and note down in Practical Record Book.

#### **REFERENCE TEXT BOOKS:**

- 1) Jonathan R. J. *E-Business: A management perspective*, Oxford University Press, New Delhi.
- 2) Chan, H., Lee, R. Dillon, T., and Chang, E. *E-Commerce: Fundamentals and Applications*, John Wiley & Sons, New Delhi.
- 3) Kulkarni, P., Jahirabadkar, S. and Chande, P. *E-Business*. Oxford University Press, New Delhi.
- 4) O'Brien, J. A., Marakas, G. M., and Behl, R. *Management Information Systems*. Tata McGraw Hill, New Delhi.
- 5) Rajaraman, V. *Introduction to Information Technology*. Prentice Hall of India, New Delhi.
- 6) Trepper, *E-Commerce Strategies*, Prentice Hall of India, New Delhi. 2006.
- 7) Schneider, Gary, *Electronic Commerce*, 12th Edition, Course Technology, 2016.

8) Strauss, Judy and Frost, Raymond D., *E-Marketing*, 7th Edition, Routledge, 2013.

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### **22 MBA404 (III): KNOWLEDGE MANAGEEMNT**

Course Name	Knowledge Management	L	T	P	C	IM	EM	TM
Course Code	22MBA404(III)	3	0	1	3	30	70	100

L-Lecture, T-Tutorial, P-Practical, C-Credits, IM-Internal Marks, EM-External Marks, TM-Total Marks

#### **Course Description:**

The field of knowledge management (KM) focuses primarily on the creation, encoding (some call it embedding), and sharing (some call it transfer) of knowledge. Of course, knowledge? know-how? has always played a vital role in organizations. What is new is the way in which organizations are recognizing knowledge as a corporate asset. KM strategies are typically tied to organizational objectives and are intended to achieve specific outcomes, such as shared intelligence, improved performance, competitive advantage, or higher levels of innovation. Knowledge transfer is of particular interest to complex organizations. Such transfer (or sharing) has always existed in one form or another from the earliest days when craftsmen would teach others their skills. This course addresses contemporary issues in managing knowledge, intellectual capital and other intangible assets.

#### **Objectives of the Course:**

- Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.
- Know the core concepts, methods, techniques, and tools for computer support of knowledge management.
- Understand how to apply and integrate appropriate components and functions of various knowledge management systems.
- Be prepared for further study in knowledge generation, engineering, and transfer, and in the representation, organization, and exchange of knowledge.
- Critically evaluate current trends in knowledge management and their manifestation in business and industry.

## Course Learning Outcomes:

By the end of the course, students should be able to

- ✓ Appreciate the complexities of organizational knowledge management tactics and strategies.
- ✓ Understand the distinctions between data, information, and knowledge.
- ✓ Recognize the role of intellectual property and organizational learning in creating unique company competencies and competitive advantage.
- ✓ Better understand ways individuals and organizations learn.
- ✓ Formulate action plans for knowledge intensive organizations.
- ✓ Apply complex theories and practice of knowledge and intellectual capital management.
- ✓ Consider the roles of tacit knowledge and appreciate the challenges associated with sharing (transfer) of such knowledge.

## Course Content:

### UNIT-I (12 Hours)

Introduction to knowledge management (KM): Definition, Multidisciplinary Nature of KM, Types of Knowledge: Tacit and Explicit - Concept Analysis Technique History of Knowledge Management From Physical Assets to Knowledge Assets - Organizational Perspectives on Knowledge Management - Library and Information Science (LIS) Perspectives on KM - Importance of KM Today? - KM for Individuals, Communities, and Organizations - The Knowledge Creation Process - Knowledge as a Strategic Asset -A knowledge based theory of the firm -Developing a knowledge strategy.

### UNIT-II (10 Hours)

Knowledge Management Cycle: Major Approaches to the KM Cycle: Wiig KM Cycle, Meyer and Zack KM Cycle, Bukowitz and Williams KM Cycle, McElroy KM Cycle, Integrated KM Cycle - Knowledge Management Models: Major Theoretical KM Models: Von Krogh and Roos Model of Organizational Epistemology, Nonaka & Takeuchi Knowledge Spiral Model, Choo Sense-Making KM Model, Wiig Model for Building and Using Knowledge, Boisot I-Space KM Model, Complex Adaptive System Models of KM.

### UNIT-III (10 Hours)

Knowledge Capture and Codification: Tacit Knowledge Capture, Tacit Knowledge Capture at the Individual, Group and Organizational Levels - Knowledge Sharing and Communities of Practice (CoP) The Social Nature of Knowledge - Sociograms and Social Network Analysis - Community Yellow Pages - Knowledge-Sharing Communities - Types of Communities - Organizational Learning



and Social Capital.

#### **UNIT-IV (10 Hours)**

Knowledge Management Tools: Knowledge Capture and Creation Tools -Content Creation Tools - Data Mining and Knowledge Discovery - Content Management Tools -Knowledge Use and Applications: Knowledge Application at the Individual Level, Knowledge Application at the Group and • Organizational Levels - Knowledge Repositories - E-Learning and Knowledge Management Application

#### **UNIT-V (10 Hours)**

Knowledge Management Strategy: Developing a KM Strategy, Knowledge Audit, Gap Analysis, KM Strategy Road Map - Knowledge Management Value: KM Return on Investment (ROI) and Metrics, Benchmarking Method, Balanced Scorecard Method - Future Challenges for KM - KM Research - A Postmodern KM - Intellectual Property Issues.

#### **PRACTICAL COMPONENTS:**

- Assignments and the case study require students to discuss and explain the key role of knowledge in an organization along with the forces driving its growth today.
- Students are required to examine case studies of knowledge management/sharing systems and how they are implemented in the workplace.
- Students are to visit a few business organisations available in their local area/region to identify appropriate KM tool, model or practice, prepare a detailed report on how knowledge is created and shared in the business organisations concerned.

#### **REFERENCE TEXT BOOKS:**

1. Jashopara A (2011), Knowledge Management: An integrated approach, 2ed, Prentice Hall.
2. Dalkir, K. (2011). Knowledge Management in Theory and Practice (2nd edition). Cambridge, Massachusetts: The MIT Press.
3. Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press.
4. Watson, I. (2003). Applying Knowledge Management. Techniques for Building, Corporate Memories. San Francisco: Morgan Kaufmann Publisher.
5. Murray E. J. (2005). Case Studies in Knowledge Management. USA: IGP.
6. Hislop, D., Bosua, R., & Helms, R. (2018). Knowledge management in organizations: A critical introduction. (4th edition) Oxford: Oxford University Press.
7. Mohapatra, S., Agrawal, A., & Satpathy, A. (2016). Designing Knowledge Management-Enabled Business Strategies. Switzerland: Springer.

8. Becerra-Fernandez, I., & Sabherwal, R. (2015). Knowledge Management. Systems and Processes. (2nd edition). New York: M.E.Sharpe.
9. North, K., & Kumta, G. (2014). Knowledge management: Value creation through organizational learning. Switzerland: Springer.
10. Jashapara, A. (2011). Knowledge management: An Integrated Approach (2<sup>nd</sup> edition). Harlow: Pearson Education Ltd.
11. Awad, E.M (2007). Knowledge Management. Pearson India, Delhi.
12. Tiwana Amrit (1999).The Knowledge Management Toolkit. Prentice Hall PTR.

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