

KLEF CENTRE FOR DISTANCE & ONLINE EDUCATION

ONLINE(OL)

**MBA PROGRAM STRUCTURE & SYLLABUS
(HR, FINANCE AND MARKETING)**

21MB51C00– QUANTITATIVE METHODS

Course Code	21MB51C00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	1	3
2	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	1	3
3	Employ R Programming software to solve problems	1	3
4	Calculate and interpret numerous statistical values and appreciate their value to the business Manager.	6	3

Probability and Sampling, Introduction to R Programming, Sampling, Estimation, Correlation and Regression, Time series analysis, Index Numbers.

SYLLABUS

Probability and Sampling: Definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables. Probability distributions: Binomial, Poisson and Normal distributions. Introduction to R Programming. Sampling: Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central

Limit Theorem. determining the sample size. Estimation: Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test. Correlation and Regression: Meaning, Types of Correlation, measurement: graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, Rank Correlation: Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression: Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients. Index Numbers and Time Series Analysis: Time series analysis: Meaning and Components of Time Series. Variations in time series, Smoothing Methods: trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers: Unweight and Weighted Index numbers.

RECOMMENDED TEXTBOOK(S):

1. Levin R.I. and Rubin D.S., Statistics for Management. 8th edn. Pearson Education..
2. Amir D Aczel and Jayavel Sounder Pandian: Complete Business Statistic, 7e , McGraw Hill

REFERENCE BOOKS:

1. Anderson, Sweeny, Williams: Statistics for Business and Economics, 9e
2. Venables, W.N ; Introduction to R Programming, CRAN

21MB51C10: POM & ORGANIZATIONAL BEHAVIOR

Course Code	21MB51C10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Ability to manage people with an understanding of Individual behavior.	3	2
2	Ability to manage people with an understanding of the attitudes, motivation and learning on individual behaviour .	5	2
3	Ability to manage groups with an understanding of the Group behavior and leadership.	3,5	2
4	Ability to perceive organizational culture and implement organization Change and Development interventions.	5	2

Introduction to organizational behavior, foundations of individual behavior, perception, theories of motivation, Attitudes, Learning, Groups, leadership, Nature and cultural functions, organizational development.

SYLLABUS

Introduction to Organizational Behavior– : Evolution of management thought, five functions of management, Evolution of OB. models of OB (Autocratic, Custodial, Supportive, Collegial and SOBC), Importance of Organizational Behavior, Foundations of Individual Behavior: Personality- Personality determinants; Personality traits: MBTI – The Big Five Model, Major personality attributes influencing OB; Psycho-Analytic Theory – Johari Window – Values – Types of Values; Perception- Perceptual process; Factors influencing Perception; perceptual distortion; Linkage between perception and individual decision making Theories of Motivation – Hierarchy Needs Theory – Two-Factor Theory – Expectancy Theory; Applications of Motivation; Attitudes – Source of attitudes; Types of Attitudes, Attitudes and consistency – Cognitive Dissonance theory. Learning- Theories of learning; Principles of learning; Foundations of Group Behavior: Groups – Nature of groups; Types of groups; Stages of Group Development; Group Cohesiveness; Group Decision-Making; Leadership – Nature; Theories of leadership: Trait Theories, Behavioral Theories and Contingency Theories; Conflict Management- Transactions in conflict thought; Functional versus Dysfunctional conflict; The Conflict process; Conflict Management. Stress – Causes and consequences of stress; Stress management. Organizational Culture and Change Management: Nature; Culture’s Functions; Creating and sustaining Organizational Culture; Forces for change ; Resistance to change; Approaches to Managing Organizational Change – Lewin’s Model – Kotter’s Plan for Implementing Change; Organizational Development – Techniques of organizational development.

RECOMMENDED TEXTBOOK(S):

1. Robbins, Stephen, Timothy, A & Vohra, N. “Organizational Behavior”, 14th Ed., Pearson Education. 2012.

REFERENCE BOOKS

1. Mc Shane & Von Glinow, "Organizational Behavior", 7th Ed. Mc Graw Hill Publications, New Delhi, 2014
2. Fred Luthans, Organizational Behaviour, 12th Ed., Prentice Hall, 2011.
Jerald Greenberg & Robert A Baron, Behavior in Organizations, 9th Ed., Printice Hall India, 2010.

21MB51C2O: BUSINESS ECONOMICS

Course Code	21MB51C2O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3,4	3
2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	3	4
3	Analyze different types of competition that existing external Environment.	4	4
4	Analyze the Macro Economic Environment of the Organization	4	4

Introduction to economics and managerial decision making, demand and advertisement analysis, production function, Market analysis, Macro economic concepts.

SYLLABUS

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm :Marris and Penrose; Role of a Managerial Economist

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods. Techniques of demand forecasting. Advertising– Contribution of Economic Theory: Methods of determining Total advertising budget; Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Monopoly Policy –MRTP, Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to over come Inflation.

RECOMMENDED TEXTBOOK(S):

Dominick Salvatore, Managerial Economics, Oxford publications, 2007.

REFERENCE BOOKS

1. H.L.Ahuja, Managerial Economics, McGraw Hill, 2008.
2. Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, Managerial Economics, Pearson education, 2009.
3. P.L. Mehta, Managerial Economics, S.Chand& Sons, New Delhi, 2007.
4. D.N. Dwivedi ,Managerial Economics, Vikas Publications, New Delhi-2007.
5. G.S.Gupta, Macro Economics – Theory and Applications, The McGraw – Hill Companies, 2008

21MB51C30: FINANCIAL AND MANAGEMENT ACCOUNTING

Course Code	21MB51C30
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To understand the accounting process in business.	1	2
2	To gain a knowledge on application of concepts and principles in preparing	6	2
3	To evaluate the tactical decisions of middle level managers relating to cost and management accounting	1	5
4	To analyze the financial statements and evaluate the decisions for better investment.	6	4

Financial accounting, journal, ledger, ratio analysis, formats, marginal costing.

SYLLABUS

Financial Accounting: Accounting: Book keeping – Users of Accounting information – Classification of Accounting – Accounting concepts and conventions – Accounting standards and GAAP – Double entry system – Journal – Ledger. Trial Balance – Subsidiary Books – Cash Book. Trading and Profit & Loss Account - Balance Sheet with Adjustments (Problems) - Methods of Depreciation.- Ratio Analysis (problems); Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II. Formats: Banking Accounts , Insurance Accounts and Electricity Accounts. Marginal Costing (Problems) – Break-even Analysis (Problems).

RECOMMENDED TEXTBOOK(S):

1. Libby, Financial Accounting, 6e Tata McGraw Hill, Delhi.

REFERENCE BOOKS

Hornrgren,HarrisonJr.Oliver, “Financial & Management Accounting by PHI

1. Colin Drury,”Cost& Management Accounting “ by Cengage Publishing
2. Hornrgren,HarrisonJr.Oliver, “Financial & Management Accounting by PHI
3. S N Maheshwari, “Accounting for Management”, Vikas Publishing House, 2009
- 4.

21MB51C40: MARKETING MANAGEMENT

Course Code	21MB51C40
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Explain the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing Marketing Environment	PO1	2
2	Apply the knowledge of marketing concepts to strategize the marketing program regarding product and pricing	PO1,PO2	3
3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	PO1,PO2	3
4	Understand the need for ethics in marketing and the importance of social and green marketing	PO6	2

Overview of marketing, buyer behavior, marketing mix, pricing decisions, branding, distribution decisions, digital marketing.

SYLLABUS

Overview of Marketing: Core concepts of Marketing; Marketing Orientations & Philosophies; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies; Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labeling. Pricing Decisions; Factors influencing Price – five “C”s; Pricing Techniques, Tactics & Strategies; Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control techniques;

Marketing Audit; Social Marketing; Green Marketing; Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing.

RECOMMENDED TEXTBOOK(S):

1. Philip Kotler - Principles of Marketing – 15th Edition, 2014, Prentice Hall, New Delhi.

REFERENCE BOOKS

1. V. S. Ramaswamy and S. Namakumari- 3rd ed. Marketing Management, Prentice Hall, New Delhi.
2. Kotler and Keller, Marketing Management, 13th Edition, PHI New Delhi
3. Etzel, Walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi
4. Philip Kotler & Gary Armstrong - Marketing Management, Prentice Hall
5. Case Studies in Marketing - Indian context - R. Srinivas, TMH, New Delhi
6. Marketing Management – Rajan Saxena, TMH, New Delhi

21MB51C50: BUSINESS ENVIRONMENT (National & International)

Course Code	21MB51C50
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Outline various components of Business Environment.	2	2
2	Recognize, distinguish, paraphrase and explain the impact of business environment on business activities.	2	2
3	Understand the role of regional economic integration and political integration.	3	2
4	Apply Cognitive knowledge of global issues, to internationalize business.	3	3

Introduction to Business Environment, Economic environment, Women and business, international business environment, international trade, theories and institutions.

SYLLABUS

Business Environment Introduction: Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring, **Economic Environment of Business:** Significance and Elements of Economic Environment; Economic Systems, Economic Planning in India; Government Policies: Industrial & licensing Policy, Monetary Policy, Foreign Trade Policy, Fiscal Policy - GST; Demonetization; Competition Act, FEMA, Consumer Protection Act. **An overview of Globalization,** International business environment factors: The cultural environment; Political Environment & Legal Environment; International Institutions: World Bank, WTO, IMF, Govt. influence on trade & investment. Regional blocks, Cross national co-operation agreements- Tariff & Non-tariff barriers, EU, Modes of entry, Post-Covid effects on global business environment.

RECOMMENDED TEXTBOOK(S):

1. Justin Paul, Business Environment Text and Cases, 3e TMH.
2. Charles W Hill, International Business, 2012, McGraw-Hill, New Delhi.

REFERENCE BOOKS:

1. Shaik Saleem, Business Environment, 2E, Pearson, 2010
2. Fernando, Business Environment, IE, Pearson, 2011
3. Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.
4. Justin & Paul, International Business, 2005 Prentice Hall, New Delhi
5. Francis Cherunilam, International Business, Fourth edition 2014, Prentice-Hall of India private ltd, New Delhi.
6. John D Daniel et.al., International Business- Environments & Operations, 14th ed. Pearson Education, P Subbarao, International Business, 2006, Himalaya Publications, New Delhi

21MB51C60: BUSINESS LEGISLATION

Course Code	21MB51C60
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Apply core concepts in the legal structure of business.	1	3
2	The student will be able to interpret the main statutory provisions relevant to the business organization.	6	2
3	The student will be able to identify and explain the legal issues arising in some of the main day to day dealings of the business organization and provide advice or remedy for those issues.	6	2
4	The student will be able to provide advice or remedy for those legal issues.	6	4

Law of contract, sale of goods act 1930, the negotiable instruments act, 1881, company law.

SYLLABUS

Law of Contract: Importance of Contract Act; Meaning and kinds of Contract; Essentials of a Contract; Performance of contract; Discharge of contract; Quasi Contracts. Special Contracts - Indemnity and Guarantee, Bailment and Pledge, Agency. Sale of Goods Act 1930: Sale and Agreement to Sell; Conditions and Warranties; Transfer of Property; Rights of Unpaid Seller. Indian Partnership Act 1932 -

Meaning and Scope; Formation of Partnership; Registration of partnership; Kinds of partners; Rights, Duties and Liabilities of partners. Other business related laws: Salient features of Consumer Protection Act, Labour related laws, Cyber Law, Competition Law, The Negotiable instruments Act, 1881: Meaning of Negotiable Instrument; Types of negotiable instruments; parties to negotiable instruments; Negotiation (Endorsement and kinds of endorsement); Dishonour of negotiable instruments; Discharge and modes of Discharge of negotiable instruments. Company Law; Definition and characteristics of a company; Kinds of companies; Formation and advantages of incorporation of a company; Memorandum of Association; Articles of Association; Prospects; Directors powers and liabilities; Kinds of meetings; Winding up of a company.

RECOMMENDED TEXTBOOK:

N.D Kapoor, Business Law – Sultan Chand & Sons.

REFERENCE BOOKS:

1. R.C. Chawla & KC Garg – Mercantile and Industrial Law, Kalyani Publishers.
2. Gulshan SS, Business Law, Excel Books
3. Avatar Singh – Principles of Mercantile Law, Eastern Book Company
4. Gulshan & G.K. Kapoor, Business Law, New Age Publications
5. Related Bare Acts

21MB51K70: BUSINESS COMMUNICATION SKILLS

Course Code	21MB51K70
L-T-P	1-0-2-0
Credits	2
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Able to understand the significance of effective communication	2,3	2
2	Able to be an effective public speaker	2,3	3
3	Be professional in business writing skills	2,3	3
4	Be prepared to face job interviews	2,3	3

Understanding the Foundations of Professional Communication, Spoken Communication Skills, Designing and Delivering Business Presentations, Writing Skills

SYLLABUS

Understanding the Foundations of Professional Communication - Communication elements and process, Need of Communication Skills for Managers, Channels of communication, Verbal and non-verbal communication, Principles of nonverbal communication. Professional Communication in a Digital, Social, Mobile World - Interpersonal Communication; Spoken Communication Skills : Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Public Speaking: Preparation, Attire, Posture and Delivery techniques, - Designing and Delivering Business Presentations Writing Skills: Applying the Three-Step Writing Process of Business Messages. Planning - Writing Completing, Business letters, Internal communication through - notices, circulars, memos, agenda and minutes. Writing Routine and Positive Messages - Writing Negative Messages - Writing Persuasive Messages - Business reports and proposals.Resume writing and interviewing for Jobs - Building Careers and Writing Résumés – Applying and Interviewing for Employment. Interview kit – significance and components. Preparation of video resume. Business Etiquette - Challenges in a Diverse, Global Marketplace.

RECOMMENDED TEXTBOOK(S):

Excellence in Business Communication: Bovee&Thill; Pearson Publications

REFERENCE BOOKS:

1. Business Communication, Locker, Kaczmarek, McGraw Hill
2. Business Communication, UrmilaRai, S.M.Rai, Himalaya Publications
3. Business Communication, Lesikar, Flatley, Rentz, McGraw HillJohn D Daniel et.al., International Business- Environments & Operations, 14th ed. Pearson Education,
- 4.P Subbarao, International Business, 2006, Himalaya Publications, New Delhi.

21UC11030: DESIGN THINKING AND INNOVATION

Course Code	21UC11030
L-T-P-S	1-0-0-4
Credits	2
Contact Hours	4
Pre requisite	Nil

Syllabus:

Design thinking an overview, Design Thinking for Contextualized Problem-Solving: Problem Selection/Definition Need for Cultural Relevance (Time, Space, and Environment). Empathy: definition, Empathic research: framing interview questions, focus groups, procedure to conduct skilled interviews, Insights from Empathetic research, Define: Developing user personas, nuggets from insights, laying customer journey maps, POV statements and POV questions to define user needs. Ideate: Techniques to generate, shortlist and evaluate Ideas: Rapid Estimation form and Solution concept form. Prototyping and Testing: Products vs. Services, Rough Prototypes, Testing Techniques, User Experience High-Fidelity Prototypes Entrepreneurial Innovation: Innovation Management, Business Model Basics, Financial Estimation, Pitch Decks, IPR Considerations.

Text Books:

1. David Lee: Design Thinking in Classroom. Ulysses Press: 2018
2. The Art of Innovation Lessons in Creativity from IDEO, America's Leading Design Firm by Tom Kelley: 2001

Reference Books:

1. Michael Lewrick, Patrick Link & Larry Leifer: The Design Thinking Play Book. Wiley Press: 2018

21MB52C10: INTRODUCTION TO BUSINESS ANALYTICS AND R PROGRAMMING

Course Code	21MB52C10
L-T-P	3-0-2
Credits	4
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Ability to make data driven decisions	2,4	3
2	Using R to input and output data	5,6	3
3	Generating Descriptive Statistical Reports	5,6	4
4	Data Visualization and story telling	5,7	4

Business analytics, introduction to R programming, SPSS, Testing of Hypotheses with R, data visualization.

SYLLABUS

Business Analytics – Definition, Market, Trends and People- The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics – Categorization of Business Analytics: Descriptive, Predictive and Prescriptive Analytics. Introduction to R programming, Basic Features of R Studio. Variables, operators and Data Structures in R, Functions in R - Getting familiar with R data sets- Creating R data sets- Reading data files into R - Excel, txt, SPSS, SAS, html.

Object Oriented Programming in R -Assigning variable attributes- changing variable attributes – Basic Statistical functions; Looping functions in R. Testing Hypotheses with R : T-test, ANOVA, Chi-Square Test, Data Visualization - What and Why? - Telling Stories with Data. Visualizing Relationship- Spotting Differences – Visualizing time series data.

RECOMMENDED TEXTBOOK(S):

1. Michael Crawly, The R Book, 2nd Ed, John Wiley (2012)
2. Peter Dalgaard , Introductory Statistics with R, Springer(2008)
3. U Dinesh Kumar, Business Analytics, Wiley (2017)

REFERENCE BOOKS

1. Robert Kobacoff , R in Action, Manning, 2ed,
2. SandeepRaksht, R programming for Beginners(2017), Amazon

21MB52C2O: BUSINESS RESEARCH METHODOLOGY

Course Code	21MB52C2O
L-T-P	4-0-0
Credits	4
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand and independently apply the research process to business problems.	7	2
2	Evaluate different statistical methods that are applicable to specific research problems.	7	5
3	Take data driven business decisions.	3	3
4	Analyze organizational data using software packages	3	4

Introduction to scientific Research, Thinking like aResearcher, Scaling of attitudes, Types of data, introduction to SPSS & R, Descriptive data analysis, report writing.

SYLLABUS

Introduction to Scientific Research: Science and Scientific Research –History of Scientific Research-Types of Scientific Research – Research process – Defining Research Problem and Development of Research Hypothesis –Review of Literature: role and methods- Research design – Types - Ethical issues in Social Research.

Thinking like a Researcher: Unit of study -Study population- Concepts and Variables; Propositions, Hypotheses and Theories-Levels of measurement of variables: Scaling of attitudes. Reliability and validity of scales.Data Collection, Processing and Analysis: Plan for data collection; Census Vs Sampling- Sampling Design -Sample size determination; Types of data; Primary Vs Secondary Data - Primary Data : media used to communicate with respondents: Questionnaire, Interviews, Observation-

Selection of an appropriate survey research design - Data Processing Editing, Coding, Classification and Tabulation of data- Introduction to SPSS& R. Explorative Data analysis: Graphs and Diagrammatic presentation of data :Descriptive data analysis: Univariate and Bivariate Data Analysis-Confirmative Data Analysis - Stating hypothesis and hypothesis testing Report Writing: steps in report writing, Mechanics of report writing, precautions in research reporting.

RECOMMENDED TEXTBOOK:

William G. Zikmund : Business Research Methods, 8th edition, 2010,Cengage Learning.

REFERENCE BOOKS

- 1..Alan Bryman and Emma Bell : ‘Business Research Methods, Third Edition, 2011, OUP.
- 2.Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
- 3.C.R Kothari: Research Methodology: Methods & Techniques, 2/e, Vishwa Prakashan, 2009.
- 4.Moser and Kalton : Survey Methods in Social Investigation, Second edition, ELBS.
- 5.Gaur: Statistical Methods for Practice and Research, Sage Publication,2009.
- 6.DipakKumar.Bhattacharya: Research Methodology, Excel Books, 2009)

21MB52C30: HUMAN RESOURCE MANAGEMENT

Course Code	21MB52C30
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Integrated perspective on role of HRM in modern business	3	2
2	Competency to recruit, train, and appraise the performance of employees	5	3
3	Rational design of compensation and salary administration and ability to handle employee issues	3,5	3
4	Ability to understand and interpret emerging trends in HR	5	3

Introduction, manpower planning, HR process, Recruitment and selection, governance, Grievance, trade unionism, trends in HRM.

SYLLABUS

Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. HR Processes: Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal. Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration. Governance: Integration and Separation- Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. New Trends in HRM: HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS

RECOMMENDED TEXTBOOK(S):

Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2011.

REFERENCE BOOKS

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8th Ed., The McGraw Hill Pub, 2012
Louis & Gomitz Mejia et. al: Managing Human Resources, 7th Ed., Pearson Education, 2011.

21MB52C40: FINANCIAL MANAGEMENT

Course Code	21MB52C40
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	1	2
2	To evaluate the long term and short term investment decisions	1, 5	5
3	To Evaluate the financing decisions by using different techniques of valuation.	5	5
4	To evaluate the dividend Decisions in relation to wealth maximization.	5	5

Introduction to finance, time value of money, capital budgeting, financial leverage, dividend decisions, working capital management.

SYLLABUS

Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management – Emerging Role of Financial Manager -- organization of finance function--Sources of Finance-Long Term and Short Term Financing – Time Value of Money.

Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period .Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis – Financial Leverage – Operating Leverage – Specific Cost of Capital and Weighted Average Cost of Capital. Dividend Decisions ,Dividend Theories–Forms of Dividend.WorkingCapital Management: Working Capital Management – Determinants - Working Capital Financing approaches –Estimation of working Capital - Cash Management - Receivables Management - Inventory Management. (Problems)

RECOMMENDED TEXTBOOK(S):

1. James C. Vanhorne , Financial Management

REFERENCE BOOKS

1. Jonathan Berk, Peter Demarzo, Financial Management, Pearson.
2. Prasanna Chandra, Fundamentals of Financial Management, TMH.
3. I. M. Pandey, Financial Management, Vikas Publications
4. ShashiK.Gupta, Financial Management by Kalayani Publications.

21MB52C50: OPERATIONS MANAGEMENT

Course Code	21MB52C50
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Illustrate the general concepts of overall plant and production management using appropriate analysis tools	1	2
2	Establish methods for maximizing productivity and understand the purpose of setting and attaining high levels of throughput and customer service	2,3	4
3	Optimize the use of resources which include: people, plant, equipment, tools	2,3	4
4	Make the best use of technology to achieve maximum efficiency, especially in the planning and control of operations	1,3	2

Introduction and overview of operations management, operations strategy, project management, work study and method study, demand forecasting, supply chain management.

SYLLABUS

Introduction and Overview-Operations Management Strategy framework-Understanding similarities and difference among Products, Goods and Services-Historical Evolution of Operations Management-Changes & Challenges-Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy- Capacity Planning Decisions- Facilities Location Strategies.System Design-Facilities Layout and Material Handling Strategy-Group Technology-Flexible Manufacturing System. Project Management-CPM PERT. Productivity & Quality Tools-Productivity Concepts-Quality Circle-Kaizen-Value Analysis and Value Engineering – Statistical Quality Control-Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes.Planning and Managing Operations- Demand Forecasting-Supply Chain Management-Purchasing, Job Sequencing-Transportation problems-Assignment problems,Advanced

Operations Management- Constraint management (TOC-Theory of Constraints) – Computer Integrated Manufacturing – DSS for Operations Management.

RECOMMENDED TEXTBOOK(S):

1. Norman Gaither and Greg Frazier (2008)-Operations Management, 9th International Student Edition, South Western, Thomson Learning Inc.

REFERENCE BOOKS:

1. O.P.Khanna, Work Study, DhanpatRai Publications, 2003
2. Chase et al, Production and Operations Management.
3. Everett Adam and Ronald Ebert, Production and Operations Management: Concepts, models and behavior, 5th edition, 2009.
4. William Stevenson, Operations Management, Tata McGraw Hill Company, New Delhi.
5. Nigel Slack, Stuart Chambers and Robert Johnston, Operations Management, fourth edition, Pearson

21MB52C60: INFORMATION SYSTEMS& ERP

Course Code	21MB52C60
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand Foundational concepts of Information Systems & ERP	1	2
2	Analyze the role of IS & ERP in organizations.	2	4
3	Evaluate the IS structures, Business Models	2	5
4	Evaluate the ERP Implementation Processes and Methodologies	1	6

Business process and management, data and knowledge management, ERP.

SYLLABUS

Business Process and Business Process Management. Information Systems (IS) ; Concept, Definition, components. Importance of IS in organizations. IS architecture, Managing Information resources. Data and Knowledge management: Data types, sources, data warehousing, data governance and knowledge management. Types of IS: Decision Making concept and process, MIS, DSS & ES, Functional

Information Systems, Organizational Information Systems. Competitive advantage with IS. Managerial support systems, ERP-Introduction; Advantages; ERP and Business – value creation; Integrated Information Management; Enterprise and ERP, Business modeling; Integrated data model; To ERP or not to ERP – Strategic Options; Benefits of ERP: Quantifiable, Intangible, Risks: People, process, Technology, Implementation, Operational and Managerial risks. Introduction to ERP related technologies; Functional modules of ERP software; Implementation of ERP: Technological, Operational Business reasons, Life cycle; Implementation methodologies, transition strategies; People involved in implementation; Success and failure in implementation – factors. Operation and Maintenance of an ERP system.

RECOMMENDED TEXTBOOK(S):

1. Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, John Wiley and Sons, Inc. 2011
2. Alexis Leon (2008)- Enterprise Resource Planning, 2nd Edition, Tata Mcgraw Hill publishing company.

REFERENCE BOOKS:

1. Database Management System : Rajesh Narang, PHI, 2006.
 2. Laudon &Laudon , Management Information Systems, Tata Mc-Graw Hill, New Delhi.
 3. Gordon, Davis ,Management Information System-, Tata Mc Graw Hill, New Delhi, 2007.
- Daniel, E.O' Leary (2002), Enterprise Resource Planning Systems, Cambridge University Press.

21HS114OSOFT SKILLS FOR MANAGERS

Course Code	21HS114O
L-T-P	2-0-2
Credits	3
Contact Hours	4
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Able to assess oneself.	2,3	2
2	Able to solve problems using basic aptitude skills.	2,3	2
3	Think logically and be able to overcome challenges in professional life.	2,3	2
4	Develop professional behaviors for entry into the professional world.	2,3	2

Soft Skills ,Aptitude, Non-verbal and Industry analysis

SYLLABUS

An Introduction to Soft Skills – Definition and Significance. Self-Discovery: Discovering the Self - Setting Goals, Developing Positive Thinking and Attitude. **Aptitude** Number System - H.C.F. and L.C.M. of Numbers - Decimal Fractions - Simplification - Square Roots and Cube Roots - Average - Problems on Numbers - Problems on Ages - Surds and Indices - Percentage - Profit and Loss - Ratio and Proportion – Partnership – Chain Rule - Pipes and Cisterns - Time and Work - Time and Distance - Boats and Streams - Problems on Trains - Alligation or Mixture - Simple Interest - Compound Interest - Area - Volume and Surface Area - Calendar – Clocks - **Non-verbal** Analogy - Classification - Series completion - Coding- decoding - Blood relation - Puzzle test - Sequential output tracing - Direction sense test - Logical Venn diagrams. Alphabet test - Number, ranking and time sequence test - Mathematical operation - Logical sequence of words - Arithmetical reasoning - Inserting the missing character - Data sufficiency - Decision making. **Industry analysis:** Nature of industry, Players in the industry, Nature of competition from economist perspective. Positioning and differentiation strategies of key Players - Branding strategies, pricing strategies. Capacity analysis, Demand and supply balance in the industry. Brief profiles of CMD's, CEOs and key top management personnel with their career highlights.

RECOMMENDED TEXTBOOK(S):

Communicating at Work – Principles and Practices for Business and the Professions by Adler, The McGraw Hill Company, 9th Edition
 Quantitative Aptitude for Competitive Examinations by Dr. R S Aggarwal, S. Chand Publishing, (2017)

REFERENCE BOOKS

1. Reasoning for Competitive Examinations, First Edition Pearson Publications 30 June 2019
2. Dr. Meenakshi Raman and Dr. Sangeetha Sarma: *Technical Communication*. Oxford University Press: Delhi.2016.
3. M. Ashraf Rizvi: *Effective Technical Communication*. New Delhi:McGraw Hill Education(India) Private Limited

21MB61C0 O: STRATEGIC MANAGEMENT

Course Code	21MB61C0O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand basic concepts Strategic Management	1	2
2	Learning and developing competitive strategies.	3	3
3	Apply corporate restructuring.	5	3
4	Learning and Understand e business.	6	2

Introduction to strategic management, competitive strategies, value chain, corporate restructuring, takeover strategies and defenses, the challenges of e-business strategy creation.

SYLLABUS

Introduction to Strategic Management–Evolution of the concept of strategic management – Company Vision – Mission statements - Components of strategic management – The three levels of strategic planning – making strategic decisions. Strategic Management Process– Benefits and limitations of Strategic Management. Company Vision – Mission statements.Competitive Strategies – Cost leadership – differentiation – focus – other strategic issues – pitfalls of strategies – competitive strategies in different types of industries – formulation of strategies in an emerging industry – maturing industries – declining industries. Sustaining competitive advantage – Defining the value chain – the value chain and the buyer value – competitive scope and the value chain – value chain and the organizational structure. Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell-offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies andDefenses: Kinds of Takeovers, Formulating e–business strategy :The challenges of e–business strategy creation: Top–down analytical planning, Bottom–up Just–do–it planning, continuous planning with feedback, – Roadmap to a move a company into e–business:

RECOMMENDED TEXTBOOK(S):

1. Fred R. David, Strategic Management, Prentice Hall, New Delhi, 2010
2. Strategic Management – An Integrated Approach, Charles Hill & Gareth Jones/ Biztantra

REFERENCE BOOKS

- 1) Hitt/Hoskisson/Ireland, Management of Strategy – Concepts and Cases, CENGAGE Learning, 2009.
- 2) Making Strategy, Colin Eden & Ackermann / Sage Publications
- 3) Pearce and Robinson, Strategic Management, McGraw Hill, New York, 2007.
- 4) Michael Porter, Competitive Strategy, Harvard University Press, New York, 2007.
- 5) Arthur Shaplin, Strategic Management, Tata Mc Graw Hill, New Delhi, 2007.
- 6) Competing for the Future, Prahalad and Hamel/ TMH
- 7) Strategic Management, Dr. P Subba Rao/ Himalaya Publishing House

21MB61C2 O: ENTREPRENEURSHIP & FAMILY BUSINESS

Course Code	21MB61C2O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	PO1,PO6	6
2	Understand and explain the concept of family business and managerial implications of family business and family myths	PO1	2
3	Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business	PO3	3

4	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	PO4	2
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Introduction to entrepreneurship, environmental analysis, financing and managing the new venture, business development dimensions, introduction to family business, institutional support to entrepreneurship.

SYLLABUS

Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager vs Intrapreneur; Role of Entrepreneurship in Economic Development; Woman as Entrepreneur. Creating and Starting the venture: Environmental Analysis - Search and Scanning, Assessment of Opportunities; Business Idea, Sources of new Ideas, Techniques of generating ideas; The Business Plan: Nature and scope of business plan, Writing Business Plan, Evaluating Business plans, Using and implementing Business plans. Financing and Managing the New Venture: Sources of Capital, Venture Capital. Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions; Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions : Different Dreams and challenges. Narcissism, Envy And Myths In Family Firms Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance. Leadership Transition Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements. Transition And Change 10 Lewin’s idea of change – model of individual change – major themes in the individual journey towards change – process of change within organization – change process in families – family focus or organizational focus. Institutional support to Entrepreneurship: Government policies and schemes for entrepreneurial development; Role of MSME, Directorate of Industries, District Industries centers (DICs), Industrial Development Corporation (IDC), Small Scale Industries Development Corporation (SSIDCs), Khadi and Village Industries Commission (KVIC), Technical Consultancy Organization (TCO), Small Industries Service Institute (SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

RECOMMENDED TEXTBOOK(S):

1. Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship, TMH, 10th Edition, 2017.
2. Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd.
3. “Family Business on the Couch – A psychological perspective” : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

REFERENCE BOOKS:

1. Baringer and Ireland, Entrepreneurship, 6th Edition, Pearson, 2018
2. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010
3. "Corporate Entrepreneurship: Building The Entrepreneurial Organization" by Paul Burns published by Palgrave Macmillan, 3rd Edition 2013
4. Drucker F Peter “Innovation and Entrepreneurship”, 1985.Heinemann, London.

21MB62C10: BUSINESS ETHICS & CORPORATE GOVERNANCE

Course Code	21MB62C10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Gain knowledge about differences between ethics and morals, various ethical theories.	PO1	2
2	Have proficiency about the definition, objectives, natures and sources of ethics.	PO2	2
3	Have adequate knowledge in ethical issues in corporate governance, the problems of whistle blowing.	PO3	2
4	Become an expert in ethical issues in employer-employee relations, ethical issues in marketing.	PO4	4

Values, norms and beliefs, ethics, corporate social responsibility, corporate governance, employees and business ethics, ethical issues in marketing.

SYLLABUS

Values, Norms and Beliefs- Ethics v. Morals; Values, Norms, Beliefs and their role; values for managers from Indian ethos; Ethical Codes – Ethical theories; Teleological, Deontological, natural and Kantian. Introduction to Ethics- Definition of Ethics – Objectives, nature and sources of ethics – Business Ethics – Nature, Importance and Factors influencing Business Ethics. Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; CSR initiatives at HSBC: Making good business sense. Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Employees and Business Ethics - Ethical issues in employer – employee relation; discrimination at work

place; Sexual and racial harassment; working conditions – employee privacy. Consumers and Business Ethics; the limits of doctrine of caveat emptor; Ethical issues in marketing, advertising; the ethical challenges under globalization.

RECOMMENDED TEXTBOOK(S):

M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi, 2007

REFERENCE BOOKS

1. Andrew Crane and Diark Matten, Business Ethics, Oxford Publication, New Delhi, 2013.
 2. Chris Moon and Clive Bonny, Business Ethics, The Economist Publication, 2013.
 3. R.C. Sekhar, Ethical Choices in Business, Response Books, New Delhi, 2007.
- S.K. Chakraborty, Ethics in Management- Vedantic Perspectives, oxford India paper backs, New Delhi, 2013.

MARKETING SPECIALIZATION COURSES

21MB61M10: PRODUCT & BRAND MANAGEMENT

Course Code	21MB61M10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the components of Product Management.	1	2
2	Design, implement and evaluate Product Iteration	2	6
3	Evaluate Branding Strategies, Brand Portfolio	6	5
4	Evaluate sources of “Brand equity” and Apply branding strategies in different sectors	6	5

Introduction to product management, brand management, digital branding.

SYLLABUS

Introduction to Product Management, Product Management Process: Product Vision, Techniques for Creating the Product Vision, Designing MVP

Prioritized backlog, UX Design Process: Sketching Wire-framing / Mock-up / Prototyping; Iteration. Product Achievement Process. Product Matrix.

Understanding the Brands; Brand Management Process; Brand Hierarchy; Brand personality, Brand image; Brand Identity, Brand positioning, Brand loyalty and Consumer loyalty, Brand Architecture, Brand leadership. Managing Brands; Brand creation; Brand extensions, Brand – product matrix; Brand portfolio & Multi Brand portfolio, Brand Revitalization, Techno branding. Ingredient Branding. Measuring Brand equity, Brand Assessment & Financial Aspects, Branding in different sectors: Branding in customer, industrial, retail and service sectors; Digital Branding & sustaining brand in long term.

RECOMMENDED TEXTBOOK:

Kapferer, Jean .Noel. *Strategic Brand Management*. 4th Edition, Kogan page, 2008

REFERENCE BOOKS

1. Gary Metcalfe, *Product Strategy*, Mastering the Basics and dominating the competition, 2018
2. Mastering Disruption and Innovation in Product Management, ChristopherFuchs, Franziska J. Golenhofen, 2018
3. Kevin Lane Keller, *Strategic brand Management*, 4th ed., Pearson education 2012, New Delhi
4. Harsh V, Verma, *Brand Management*, 2nd Edition, Excel Books, New Delhi.
5. Aaker, David, A. *Managing Brand Equity*. New York. Free Press, 2001.
6. YL R Murthy, *Brand Management*, 2003, Vikas Publications, New Delhi
7. Compendium of Brand Management, S A Chunawala, Himalaya Publishing House, 2009

21MB61M2O: PROMOTION & DISTRIBUTION MANAGEMENT

Course Code	21MB61M2O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To study logistics supply chain networks and strategies.	PO1	1
2	To understanding of logistics operating areas and their interrelationship	PO1	2
3	To Understand the importance and implications of a customer-focused logistics strategy.	PO2,PO3	2
4	Develop an in-depth understanding of logistics operating areas and their interrelationships	PO2,PO3	3

Marketing communications, personal selling, distribution management, logistics.

SYLLABUS

Marketing Communications: The nature of marketing communications - The integration of marketing communication - Integrated marketing communication planning process - Model of marketing communications decision process - Establishing objectives and budgeting for the promotional programme.

Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools - Personal selling process and approaches - Evaluating, motivating and controlling sales force effort.

Distribution Management: Role and functions of channels of distribution- Distribution Systems. Distribution cost, control and customer service.

Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members- conflict resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions –structure – hierarchy – Transport & Logistics organizations Suggested Readings

RECOMMENDED TEXTBOOK(S):

1. S.A. Chunnawalla, K.C.Sethia “Advertising”, 2010, HPH.

REFERENCE BOOKS:

1. SHH Kazmi&SatishBatra “Advertising & Sales Promotion”, 2009, Excel Publishers.
2. Dr. S. Gupta “Sales & Distribution Management”, 2010, Excel Books, 2nd Ed.
3. Krishna K. Havaladar and Vasant M. Cavale “Sales & Distribution Management”, 2009, Tata McGraw Hills.
4. Roddy Mullion “Sales Promotion”, 2010, KoganParge Publishers.
5. Panda &Sahadev “Sales & Distribution Management”, 2008, Oxford University Press, U.P.

21MB61M30: GLOBAL MARKETING MANAGEMENT

Course Code	21MB61M30
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the concepts relating to the global market.	1	2
2	Learning and applying marketing strategies for global markets	3	3
3	Understand and Applying global marketing decisions.	4	2,3
4	Infer various management concepts for betterment of global marketing	5	3

Introduction to globalization, perspective of global markets, global marketing decisions, planning and control of global marketing operations.

SYLLABUS

Introduction to Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism.

Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries. Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies– Global Channels of Distribution. Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones. Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

RECOMMENDED TEXTBOOK(S):

1. WareenJ.Keegan : Global Marketing Management
2. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.

REFERENCE BOOKS

1. Gillispe, International Marketing, Cengage,ND
Jean-Pierre Jennet & H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi

21MB61M40:ADVERTISING & SALES PROMOTION

Course Code	21MB61M40
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the basic concepts of Advertising and analyze the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of advertising media.	1,4	4
2	Analyze the design and execution of advertising campaigns	4	4
3	Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	1,4	3
4	Analyzethe emerging trends in sales promotion techniques	4	4

Introduciton to adverstisement, the internet as an advertising medium, introduction to sales promotion.

SYLLABUS

Introduction to Advertisement – Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertising Approaches- DAGMAR, AIDA- Ad. Agencies – Selection and remuneration – Advertisement campaigns –Advertisement Media - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling.Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting Design and Execution of Advertisements - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – The Internet as an Advertising Medium:Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns- Bait & Switch Advertising- Surriogate Advertising – Measuring impact of advertisements. Introduction to Sales promotion - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion tools & techniques – Trade oriented, consumer oriented

and Sales force oriented– Financial Incentives, Product based offers, other consumer promotions. Sales Promotion Campaign - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion – Sales Promotion Budget - Evaluating Sales promotion– Relationship between Sales promotion and advertising - Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

RECOMMENDED TEXTBOOK(S):

1. Ken Kaser-Advertising and Sales promotion ,Cengage Learning, 2012
2. S.H.H Kazmi, Satish K Batra, Advertising and Sales Promotion, Excel Books India, 2009

REFERENCE BOOKS

- 1.E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
- 3.Tony Yeshin , Sales promotion, Cengage Learning, 2006

21MB52M50: CONSUMER BEHAVIOR

Course Code	21MB52M50
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand concepts used in the study of consumer behavior.	4,5,6	2
2	Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision	5,6	3
3	Apply the knowledge of consumer behaviour to analyse the changing consumer perceptions, attitudes, values and lifestyles and overall behaviour	6	3
4	Create better marketing programs and strategies basing on the knowledge of consumer behavior.	4	3

Introduction to consumer behavior, consumers in their social and cultural settings, consumer motivation, models of consumer behavior.

SYLLABUS

Introduction to Consumer Behavior: Introduction – Need for understanding Consumer Behavior – Customer Value, Satisfaction and Retention – Nature and Characteristics of Indian Consumer – Changing Patterns of Indian Consumer Behavior – Factors Influencing Consumer Behavior. Basic Model of Consumer Decision Making Process - Problem Recognition – Search for Information and Evaluation – Purchase Decision – Post Purchase Behavior. Consumers in their Social and Cultural settings: Culture – Sub-Culture – Family buying decision – Family Life Cycle – Roles of Family members – Social Class – Life Style Profiles– Reference Groups..The Consumer as an Individual: Consumer Motivation – Personality and Consumer Behavior – Consumer Perception – Learning – Consumer attitude formation and Change – Communication and Consumer Behavior. Consumer Co-Creation – Online Consumer Behavior Models of Consumer Behavior – Nicosia Model, Howard and Sheth Model, Engel – Kollat – Blackwell Model, Sheth- Newman- Gross Model.

RECOMMENDED TEXTBOOK(S):

1. Leon G Schiffman, Kanuk and S Ramesh Kumar, Consumer Behavior ISBN: 978-81-317-3156-7, Pearson - 10th Edition

REFERENCE BOOKS:

1. Consumer Behavior; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
2. Consumer Behavior: Insights from Indian Market – RamanujMajundar – PHI

21MB61M60: DIGITAL MARKETING

Course Code	21MB61M60
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Outline the key concepts of digital marketing	1	2
2	Apply the SEO to a website	1,6	3
3	Use the key PPC concepts to draw visitors to a business's websites	1,6	3
4	Use Campaign Management to manage the marketing concepts	1	3

Key concepts of digital marketing, new marketing environment, the SEO process, Key PPC concepts, Campaign management.

SYLLABUS

Key Concepts of Digital Marketing: Fundamental, Need, Scope of Digital marketing, Traditional v. Digital Marketing, the Opportunity of Digital Marketing, Characteristics of Digital Marketing, Implications of Digital Marketing, Market Research v. Market Reality. Principles and Drivers of New Marketing Environment, Online Marketing Environment - Dotcom Evolution. Key SEO Concepts: Keyword Research & Selection, Search Results & Positioning, Content Updates & Layout, Benefits of Search Position, Meta Tags, Stakeholders in Search, SEO Site Map, Mechanics of Search, SEO Webmaster Tools, On-Page Optimization, Off-Page Optimization. The SEO Process: Inbound Links & Link Building, Customer Insights, Ranking, Analysis & Review, Laws & Guidelines; Key PPC Concepts: Budgets, Strengths of Pay per click, Scheduling, Keyword Research, Display Networks Google PPC, Ad Centre, Research Tools. Campaign Management: Search Campaign Process, Conversion Tracking, Keyword Selection, Conversion Metrics: CPA, CTR, Ad Copy, Bidding, Landing Pages, Analytics, Targeting, Laws & Guidelines.

RECOMMENDED TEXTBOOK(S):

1. David J. Bradley ,Getting Digital Marketing Right: A Simplified Process For Business Growth, Goal Attainment, and Powerful Marketing [Kindle Edition]
2. Michael Solomon and Tracy Tuten, Social Media Marketing _ Pearson, Aug 2013,

REFERENCEBOOK:

F.R. Media, Social Media Marketing Successfully For Beginners: Create Successful Campaigns, Gain More Fans, And Boost Sales.

21MB62M70:SERVICES MARKETING

Course Code	21MB62M70
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Implement the best practices of the Services Marketing	1,4	2
2	Apply the marketing mix elements of services for designing proper marketing strategy	1,3	3
3	Analyze the gaps between service provider and consumer and Perform lifelong learning and professional development to enrich the services marketing strategies	1,6	4
4	Analyze, interpret and solve problems in service Recovery	1,4	3

Marketing of services, segmentation, marketing mix, relationship marketing, dimensions in services marketing, marketing of services.

SYLLABUS

Marketing of Services – Introduction – Growth of the Service Sector – Role of Services in Indian Economy -The Concept of Service – Characteristics of Services Classification of Services – consumer behaviour in a service context- segmentation and positioning services in competitive markets- Strategic Marketing Management for Services – Matching Demand and Supply through Capacity Planning and Segmentation – Relationship Marketing; Customer Profitability Segments; Relationship Challenges and Relationship Development Strategies. Marketing mix in services marketing – The seven Ps – Product Decisions – Pricing Strategies and Tactics – Promotion of Services and Placing or Distribution Methods for Services – Additional Dimensions in Services Marketing – People, Physical Evidence and Process – Internet as a service channel. Delivering Quality Services – Causes of Service-Quality Gaps – The Customer Expectations versus Perceived Service Gap – Factors and Techniques to Resolve this Gaps in Service – Quality Standards, Factors and Solutions – The Service Performance Gap Key Factors and Strategies for Closing the Gap – Developing Appropriate and Effective Communication about Service Quality. Service Expectations, Service Encounters.. Employees’ Role in Service Delivery;Customers’ role in service delivery. Service Recovery – Customer responses to service failures, Customer Recovery Expectations, Service Recovery Strategies; Marketing of Services with special reference to Financial Services – Health Services – Professional Services –Communication Services – Educational Services.

RECOMMENDED TEXTBOOK(S):

1. Valarie Zeithaml, D DGremler, et. al., Services Marketing, 4th Edition, TMH, New Delhi

REFERENCE BOOKS:

1. Lovelock Christopher H. Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Rajendra Nargundkar, Services Marketing, 3rd Edition, TMH,
3. R Srinivasan, Services Marketing, Indian Context, Prentice Hall
4. Ravi Sankar, Services Marketing, Excel Books, New Delhi
5. Hoff Man and Bateson, Marketing of Services, Cengage learning Ltd, New Delhi
6. James A Fitzmmons & Mona J Fitzmmons, Service Management: operation, Strategy, Information, Technology, 5th Edition, TMH, New Delhi

21MB62M80: CUSTOMER RELATIONSHIP MANAGEMENT

Course Code	21MB62M80
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.	1	2
2	Analyze CRM practices for competitive advantage of organization	2	4
3	Implement data mining tools and techniques in the organization	2	4
4	Gets the ability to analyze customer relationship management strategies by understanding customers' Preferences for the long-term sustainability of the Organizations.	3	4

INTRODUCTION

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – Conceptual Framework of Customer Relationship Management -CRM as a strategic marketing tool – CRM significance to the stakeholders, Discussing People, Processes and Technology, CRM myths UNDERSTANDING CUSTOMERS Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments. The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, CRM STRUCTURES Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – -Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management CRM road map for business applications.CRM PLANNING AND IMPLEMENTATION Strategic CRM planning process – Implementation issues – CRM Tools-Operational CRM- Analytical CRM – Collaborative CRM – Data Warehousing and Data Mining concepts- Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Sales force Automation-Call center management – Role of CRM Managers. Measuring profitability CRM implementation –set by step process TRENDS IN CRM - e- CRM Solutions – Data Warehousing– an introduction to CRM software packages. Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; and Future of CRM;

Recommended Books :

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, *Prentice Hall of India Private Limited, New Delhi. 2011*
2. Judith W .Kincaid , *Customer Relationship Management Getting it Right, Pearson Education*

Reference books:

1. The CRM Handbook: A Business Guide to Customer Relationship Management by Jill Dyche 1st Edition, Boston: Addison Wesley, 2002.
2. Harvard Business Review on Customer Relationship Management, 2001, 1st Edition by C K Prahalad et al., HBR School Press 2002 Judith W .Kincaid , *Customer Relationship Management Getting it Right, Pearson Education*
3. H. Peeru Mohamed , A Sagadevan, *Customer Relationship Management, A Step by Step Approach, Vikas Publishing House*
4. Customer Centricity – Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 2

21MB62M90: RURAL AND AGRICULTURAL MARKETING

Course Code	21MB62M90
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Explore the various facets of rural marketing, Understand rural markets potential and develop an insight into rural marketing regarding different concepts and basic practices in this area.	1,5	2
2	Understand the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies	1,2	2
3	To adapt the students with the appropriate concepts and techniques in of Rural marketing mix.	1	6
4	Be able to understand the role and importance of communication in Rural and agricultural marketing	1	2

Introduction to Rural Market, constrains in rural marketing, rural market environment, consumer behavior, agricultural marketing, distribution strategies for rural consumers.

SYLLABUS

Introduction to Rural Market, Definition & Scope of Rural Marketing. Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints. Rural Consumer Vs Urban Consumers – comparison. Characteristics of Rural Consumers. Rural Market Environment: a) Demographics – Population, Occupation Pattern, Literacy Level; b) Economic Factors – Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, Consumer Behaviour: meaning, Factors affecting Rural Consumer Behavior- Social factors, Cultural factors, Technological factors. Relevance of Marketing mix for Rural market/Consumers. Product Strategies, Rural Product Categories – FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. Agricultural Marketing – Concept --- Nature and Types of Agriculture produce --- concept and types of Agricultural Markets --- Marketing channels --- Methods of Sales --- Market functions. Distribution Strategies for Rural consumers: Channels of Distribution- HAATS, Mandis,

Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets. (Case study based), Communication Strategy - Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media; Challenges in Rural Communication.

RECOMMENDED TEXTBOOK(S):

1. Badi &Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India

REFERENCES:

1. Arora, R.C. : Integrated Rural Development
2. Rajgopal : Managing Rural Business
3. Gopaldaswamy, T.P. : Rural Marketing
4. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers. ISBN: 978-81-317-6035-2
5. Dogra B. &Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill. ISBN: 81-7992-085-2
6. Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education ISBN:978-81-317-3263-2.

21MB62M100: EVENT AND ENTERTAINMENT MANAGEMENT

Course Code	21MB62M100
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To understand the concept & significance of event tourism and event management	1	1
2	To understand the various dimensions of event and entertainment services & their impact	1,2	2
3	To comprehend the linkages of event tourism industry.	2,4	2
4	Apply appropriate strategy for the marketing of event and entertainment services to core levels of customer satisfaction.	4	3

Planning, nature and practices in event management, site management, financial management, human resource planning for event, event promotion.

SYLLABUS

Planning, Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination. Site Management, Selection, Planning and Development, Infrastructure management, Management of logistics, Crowd Management, Attendee care and comfort, Control, Participants, Management, Risk Preparedness. Financial Management: Raising Funds, Investment, Fund Flow Management and Working Capital Decisions. Pricing strategies. Human resources planning for event: man power planning – job analysis in event operation – recruitment sources, methods – skills testing and selection of people for specific event. Event Promotion: Trends and Challenges – Marketing Communication: image, Branding, advertisement, Publicity, Public Relations – The five „W“s of Event Marketing – Marketing equipments and tools.

RECOMMENDED TEXTBOOK:

1. Lynn van Der Wagen, Human Resource Management for events: managing the event workforce (Events Management), Butterworth – Heinemann publication, 2006

REFERENCE BOOKS:

1. BUHALIS & e. Laws(EDS) (2001) tourism distribution channels: Practices, issues and transformation London: continuum.
2. Lawson, F (2000). Congress, convention & exhibition facilities: Planning, Design & Management Oxford: Architectural press.
3. Rogers, T. (1998, 2003). Conference & Conventions: A Global industry. Oxford: Butterworth – Heinemann
4. Swarbrook, J & Horner, S. (2001). Business Travel and a Tourism. Oxford: Butterworth – Heinemann.

21MB62M110:SALES AND PROMOTION MANAGEMENT

Course Code	21MB62M110
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand basic concepts of sales management	1	2
2	Understand the management sales personnel in selling field and and develop ability to apply and control sales related activities.	4,6	3
3	Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	1,4	3
4	Analyze the techniques of sales promotion	2,6	4

Introduction, nature and importance of sales management, planning and promotion of sales force, factors affecting sales promotion, types and techniques of sales promotion.

SYLLABUS

Introduction: Nature and importance of sales management – Sales Manager duties and Responsibilities – Managing the sales force – Steps in designing and managing a sales force – Sales Management and formulation of sales strategies: Different sales strategies – selling process – Methods of selling – objectives and functions of personal selling – theories of personal selling – Changing face of personal selling - Internet as an emerging selling technique. Planning and promotion of sales force: Preparing sales job description and specifications – Sales force motivation and performance appraisal – Sales forecasting -Methods of sales forecasting – Sales Quotas – Territory Management – Factors affecting sales budget – Sales Audit – Budget control – Market share analysis. Sales Promotion Management: Objectives – Factors affecting sales promotion – Tools of Sales promotion – Sales Promotion design issues – Guidelines to planning sales promotion – Testing the sales promotion – consumer price perception – perceived risk and attitude – objectives and types of sales displays – Encouraging repeat purchase. Types and Techniques of sales promotion – Price deals – Refunds and Rebates – coupons – sales contests and sweepstakes – Premium – in pack on pack container – Free in mail promotions – Rate of discount terms and conditions.

RECOMMENDED TEXTBOOK(S):

1. Richard R. Still, Edward W. Cundiff, and Norman A.P. Govoni, Sales Management, Decisions, Prentice Hall of India Ltd., New Delhi, 2006.

- 1. Ken Kaser -Advertising and Sales promotion ,Cengage Learning, 2012
- 2.

REFERENCE BOOKS

1. Krishna K Havaladar, Vasanth M Kavale, Sales and Distribution Management, Text and Cases, 1st Edition, Tata McGraw Hill Publishing Company, New Delhi, 2007

2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.

21MB62M120:LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code	21MB62M120
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	The Student gains knowledge on key concepts applied in logistics and supply chain management.	1	2
2	Students will be able to understand the importance of all the supply chain related activities and understand certain concepts such as inbound and outbound logistics, offshore and inshore logistics.	1	2
3	The students can develop analytical skills and critical understanding for planning, designing the operational facilities of supply chain.	3	4
4	The students are equipped with effective application capabilities in understanding the conceptual framework of real business situations around the world.	7	3

Introduction to logistics and supply chain, supply chain issues, warehousing, transportation, demand forecasting, current trends in supply chain management.

SYLLABUS

Introduction - Understanding Logistics and its Role in the Supply Chain, functions of logistics, Understanding the Supply Chain, Supply Chain Drivers and Metrics, Framework for structuring drivers – Facilities, Inventory, Transportation, Information, Sourcing and Pricing, Challenges in maintaining a supply chain in India, Value Chain Concept, Supply Chain Issues: Managing Predictable Variability (Fisher Framework), Developing Supply Chain Strategy (Hau Lee Framework). Managing Material Flow in Supply Chain – Inventory Management, Management practices: Classification; Bullwhip effect in the supply chain; Warehousing: Economic Benefits, Strategic Benefits, Warehouse Operations: Inbound and Outbound Processes, Handling, Storage; Warehouse Decisions: Site Selection, Design, layout and Sizing. Transportation: Introduction, Evaluation of transport system, Transport infrastructure, Freight Management, Containerization; Cold Supply Chain; Deciding the Network; Transportation Networks, Route Planning; Demand Forecasting: Introduction to Forecasting. Current Trends – Supply Chain Integration – Building Partnership and trust in Supply chain value of information, IT in supply Chain – Agile Supply Chains – Reverse Supply Chain, Agro Supply Chains, and Green Supply Chain Management.

RECOMMENDED TEXTBOOK(S):

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 5 th edition, 2012.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 5th edition, 2012.

REFERENCE BOOKS:

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 th edition, 2013.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 3 rd edition, 2007.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 3 rd edition, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint , 2013.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, South-Western, Cengage Learning, 3rd edition, 2011.

FINANCE SPECIALIZATION COURSES

21MB61F10:WEALTH MANAGEMENT

Course Code	21MB61F10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand an overview of various aspects related to wealth management	1	2
2	Explore the relevance and importance of insurance in wealth management	3	2
3	Acquaint the learners with issues related to taxation in wealth management	4	2
4	Understand various components of retirement planning	4	2

Introduction to WM, personal financial statement analysis, insurance planning, investment planning, tax and estate planning, retirement planning.

SYLLABUS

Introduction, Scope of WM, Components of WM, Process of WM, WM Needs and Expectations of Clients, code of Ethics for Wealth Manager.

Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators – Leading, Lagging, Concurrent.

Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of Life Insurance Policies, Types of General Insurance Policies, Health Insurance – Medicaide – Calculation of Human Life Value – Belth Method/CPT. Investment Planning: Investment vehicles of wealth management, types of Investment Risk, Risk Profiling of Investors and Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-cycle based), Goal-based Financial Planning, Active and Passive Investment Strategies. Legalities, role of wealth management in banking, Tax and Estate Planning: Tax Planning

Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward and Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will – Trust – Deductions – Exemptions Retirement Planning/Income Streams and Tax Savings Schemes, Understanding of Different Salary Components, Introduction to Retirement Planning, Purpose and Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation and Planning), Pre and Post-retirement Strategies – Tax Treatment

RECOMMENDED TEXTBOOK(S):

1. Wealth Management: Pawan Jhabak Himalaya Publishing House.
2. Financial Institutions and Markets LM Bhole Mc Graw Hill.

REFERENCE BOOKS

1. Padhuka's Handbook on Direct Taxes-Compendium For Users (For Assessment Years 2018-19 And 2019-20)
2. Wealth Management and Financial Planning Treatise, Prof. George S. Mentz, Private Wealth Management Guide – George Mentz, JD

21MB61F20: FINANCIAL MARKETS AND SERVICES

Course Code	21MB61F20
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the role and function of the financial system in reference to the macro economy.	6	2
2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	2,5	2
3	Evaluate and create strategies to promote financial products and services.	6,7	5
4	Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.	2	2

Structure of financial system, role of SEBI, financial services, venture capital, mutual funds, rural and micro financial services.

SYLLABUS

Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms. Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Venture Capital: Growth of Venture Capital in India – Private Placements - Alternative Investment funds - Financing Pattern under Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing, Credit Rating – Meaning & Functions, Insurance Services, – Factoring – Forfeiting – Discounting. Mutual Fund: Working of Public and Private Mutual Funds in India, Debt Securitisation – Concept and Application – De-mat Services - need and Operations-role of NSDL and CSDL. Rural & Micro financial Services: Introduction, Objectives, as a development tool, evolution of rural and micro financial services, delivery methodology, legal framework, micro finance models and impact of MF.

RECOMMENDED TEXTBOOK(S):

1. Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition.

REFERENCE BOOKS

1. M Y Khan, “Financial Services”, TMH, 7th edition
2. Ravi M. Kishore, “Financial Management”, Taxmann’s, 6th edition.
3. Bhole. L.M. and JitendraMahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 5th edition.
4. Anthony Saunders & Marcia Millon Cornett, “Financial Markets & Institutions”, TMH, 5th edition.
5. Vasanth Desai, “Indian Financial System” Himalaya Publishing House.

21MB61F30: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	21MB61F30
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Explore different avenues of investment.	PO2,PO5	2
2	Demonstrate with the knowledge of security analysis.	PO2,PO6	2
3	Apply the concept of portfolio management for the better investment.	PO3	3
4	Analysethe Invest in less risk and more return securities.	PO7	4

Introduction to Investment, regularity system for equity markets, risk and return, Bond analysis, fundamental and technical analysis, portfolio management and analysis.

SYLLABUS

Investment: Meaning and Nature of Investment- Objectives and Process of Investment- Investment Environment-Securities trading - types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets. Risk and Return: Concepts of risk and return, measuring risk and returns, mean - variance approach, business risk and financial risk and treatment in portfolio management. Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management. Fundamental and Technical Analysis: Economy analysis- Industry analysis- Company analysis. Technical Analysis- Dow Theory-Elliot Wave theory- Moving Averages- Breadth of Market Momentum- Market Indicators- Technical vs Fundamental Analysis- Efficient Market Hypothesis (EMH). Portfolio Management and Portfolio analysis: Meaning of Portfolio Management-Phases of Portfolio Management-Evolution of Portfolio Management-Role of Portfolio Manager. portfolio analysis- Risk and Return of Portfolio-diversification- Markowitz portfolio theory and Sharpe single index model, Portfolio selection Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM): over-pricing and under-pricing securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT, Portfolio Revision Need for Revision-Meaning of portfolio Revision-Portfolio Revision strategies, Portfolio

Evaluation:- Measuring portfolio Return -Risk Adjusted Returns- Differential Return- - Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance- FAMA's Decomposition

RECOMMENDED TEXTBOOK(S):

1.Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 7th Edition, New Delhi.

2.PunithavathyPandian, “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi

REFERENCE BOOKS

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, “Fundamentals of Investments”, PHI,
2. Reilly, Brown: “Analysis of Investments and Management of Portfolios”, Cengage Learning, New Delhi, 2013
3. Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH, New Delhi, 2013
4. Charles.P.Jones, “Investments: Analysis and Management”, John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., “Theory and Problems of Investments”. Schaum’s Outline Series, TMH, New Delhi,
6. Peter L. Bernstein and AswathDamodaran, “Investment Management”, Wiley Frontiers in Finance.
7. Shashi and Rosy: “Security Analysis and Portfolio Management Investment Management”, Kalyani Publishers, New Delhi 3rd ed.
SudhindraBhat, “Security Analysis and Portfolio Management”, Excel Books.32

21MB61F40: BEHAVIORAL FINANCE

Course Code	21MB61F40
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To Examine how the insights of behavioral finance theories shed light on the behavior of individual investors	1	2
2	To examine finance professionals in investment decision-making and corporate financial decision-making.	2	3
3	To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debasing' techniques.	2	3
4	To investigate the implications of behavioral finance for the construction of good corporate governance mechanism	4	3

Information perception and intertemporal choice, investment decision cycle, human preferences and market efficiency, behavioral factors and financial markets, weather emotions and financial markets.

SYLLABUS

Information Perception and Intertemporal Choice: Cognitive information perception, peculiarities (biases) of quantitative and numerical information perception, Weber law, subjective probability, overconfidence, representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Investment Decision Cycle: Judgment under Uncertainty, Utility/ Preference Functions: Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others) Prospect Theory, Human Preferences and Market efficiency: Decision-making under risk and uncertainty, Expected utility theory, Prospect theory, Barnewall Two-Way Model, Bailard, Biehl, and Kaiser Five-Way Model, Allais and Elsborg's paradoxes, rationality from an economics and evolutionary perspective, different ways to define rationality: dependence on time horizon, individual or group rationality, examples from experimental economics: ultimatum and public goods games, experiments in isolated societies, bounded rationality, investor rationality and market efficiency. Behavioral Factors and Financial Markets: Fundamental information and financial markets, market predictability, the concept of limits of arbitrage, Asset management and behavioral factors, active portfolio management: return statistics and sources of systematic underperformance, technical analysis and behavioral factors. Weather, emotions, and financial markets: sunshine, geomagnetic activity, Mechanisms of the external factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation, Misattribution as a mechanism for external factors influence, Emotional content of news articles and their correlation with market dynamics, Social trends and market dynamics: music, fashion, demographics, Group Behavior: Conformism, herding, fatal attractions

RECOMMENDED TEXTBOOK(S):

1. M. M. Sulphery, (2014) Behavioural Finance, PHI Learning
2. Lucy Ackert and R. Deaves, (2011) Understanding Behavioural Finance, Cengage Learning
Shefrin, H., (2007) Behavioural Corporate Finance, Tata McGraw Hill Irwin Publishers

REFERENCE BOOKS

1. Pompian, Michael M,(2006) Behavioral Finance and Wealth Management. Wiley: New Jersey.
2. William Forbes,((2009)) Behavioural Finance, Wiley India Pvt Ltd
3. Plous, S.,(1993)The Psychology of Judgment and Decision Making, McGraw-Hill
4. Shefrin, H.,(2006) Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, Oxford University Press
5. Paul V. Azzopardi,(2010), Behavioural Technical Analysis, Harriman House Ltd
6. Shleifer, A.,(2000) Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.

21MB61F50: INDIAN FINANCIAL SYSTEM

Course Code	21MB61F50
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the role and function of the financial system in reference to the macro economy.	1	2
2	Demonstrate an awareness of the current structure and regulation of the Indian financial system.	2	2
3	Evaluate and understand the strategies to promote financial products and services.	6	2
4	Describe the impact of the financial system, advances and changes in regulations on the structure of the financial firms/industry.	5	2

Introduction to financial system, functions and significance of financial markets, financial institutions, financial services.

SYLLABUS

Financial system Introduction Evolution and structure of Indian financial system, role and function of IFS. Recent developments in Indian financial system in global context. Financial markets & Instruments.

Functions and significance of financial markets, Primary market, secondary market, Capital market, money Market. Types of Instruments and Significance of instruments. Financial Institutions: Development Financial institutions and Non Development financial institutions, objectives and functions of IDBI, IFCI SIDBI NABARD SFC, LIC, MF and NBFC. Recent trends in Financial Institutions. Financial services: Definition – Features – Importance. Financial Services – Merchant Banking, Factoring, Leasing, Venture Capital and Housing Finance.

RECOMMENDED TEXTBOOK(S):

1. E. Gordon & Dr. K. Natarajan, Indian financial system, Himalaya Publishing house.
2. Bharati Pathak, Indian Financial system, Pearson Publishing.
3. Abhijit Dutta, Indian financial system, Excel Books,

REFERENCE BOOKS

1. H R Machiraju, Indian Financial system, Vikas publishing
2. Dr. S. GuruSamy, Indian Financial system, Tata McGraw Hill Education.
- 3.

Course Title: MANAGEMENT OF PERSONAL FINANCE

Course Code: 21MB61F6O L-T-P : 3-0-0 CREDITS : 3

Course Code	21MB61F6O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the need for effective financial planning	2	2
2	Understand various financial tax saving schemes to save money to get tax benefits	4	2
3	Understand the basic concepts of money management, tax planning, consumer credit, housing and other consumer decisions, insurance, investments, retirement planning etc.	5	2
4	Understand savings and investment plans.	7	2

Introduction to financial planning process, time value of money, ratio analysis, managing taxes, making decisions regarding houses and automobiles, planning for investments, mutual funds.

SYLLABUS

Financial planning process: Introduction-Importance of Financial Planning- Process of financial planning -The planning environment-Determinants of personal income- Financial statements and plans-Concept of Time value of money - Preparing a personal balance sheet - Preparing the income and expense statement-Using personal financial statements - Ratio Analysis. Managing Taxes: Introduction-Importance of tax planning-Basic concepts of income tax - Personal taxation -Income tax benefits on certain long term investments -Tax planning-Ethical consideration in tax planning. Making decisions regarding houses and automobiles:- Meeting housing needs-The rental option - The home buying process - Financing the housing transaction - Housing finance institutions in India - Housing schemes in India- Automobile purchase planning. Planning for Investments:- Types of investment vehicles-Factors considered in the choice of investments- Developing the investment strategy - Investment Process- Insurance planning - Buying a life insurance - Life insurance products in India- Health Insurance-Need-Types and Sources of health care plans-Providers of Health care-Long term care insurance-Disability income insurance-Health Insurance in India; Mutual Funds:- Mutual funds – Types of mutual fund products – Objectives of investing in Mutual funds.

RECOMMENDED TEXTBOOK(S):

1. Jack R Kapoor, “Personal Finance” McGraw Hill Publications, New Delhi, 2008.
2. KC Mishra and Steward Doss, “Basics of Personal Financial Planning” Cengage Learning, First Edition 2009.

REFERENCE BOOKS

1. Joehnk, Billingsley and Gitman “Planning Your Personal Finances” Cengage Learning India Private Limited, Delhi, 2012.
2. Mark Hirschey and John Nofsinger “Investments Analysis” and Behavior” McGraw Hill Publications, New Delhi, 2008.

21MB62F70: STRATEGIC FINANCIAL MANAGEMENT

Course Code	21MB62F70
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Acquaint the students with concepts of Financial management from strategic perspective	1,6	2
2	Understand various Techniques and Models of Strategic Financial Management.	1	2
3	Apply the Concepts of Strategic Financial Management to measure the value of firm	5	3
4	Evaluate various cost concepts for business	5	5

Financial policy and strategic planning, investments decisions under risk and uncertainty, corporate and financial restructuring, financial restructuring, strategic cost management.

SYLLABUS

Financial Policy and Strategic Planning –Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development. Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method, Corporate and Financial Restructuring – Corporate restructuring - Mergers and Amalgamations –Cost of Merger – Takeovers – Strategic Business Alliances – Managing an Acquisition – Divestitures – Financial restructuring: Debt Restructuring, Equity restructuring, Portfolio restructuring, Split up of conglomerates, spin off and swaps, Strategic Cost Management: Strategic Perspective of Cost Management – Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing.

RECOMMENDED TEXTBOOK(S):

1. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007
2. Pradip M.Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications, New Delh

REFERENCE BOOKS

1. Rajni Sofat&Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2011
3. Weston, Siu & Johnson, Takeovers, Restructuring and Corporate Governance, Pearson, 2002.
4. Shiva Rama, Strategic alliances, Response Books.
5. Weston, Chung, Hoag, Mergers, Restructuring & Corporate Control, PHI.

21MB62F80: FINANCIAL DERIVATIVES

Course Code	21MB62F80
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Students will be able to analyze the risks in different financial markets.	2,3	4
2	Acquire the ability to selection of various options and then can apply them to specific markets.	2,3	3
3	The student will be able to strategically manage the financial derivatives.	5	3
4	The student will be able to analyze various models in order to take wise decisions for improving their wealth	2,5	4

Introduction to financial derivatives, options contracts, option trading strategies, options valuations, financial swaps, commodities market.

SYLLABUS

Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Types of derivatives , Forward Contracts , Futures Contracts, Types of Futures, Forward Contracts Vs. Future Contracts — Options Contracts: Call and Put Options – Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India – Derivatives Trading Regulations in India. Option Trading Strategies: Basic of Option Positions – Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies. Options Valuation: Binomial Options Pricing Model with one step and two step models – The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices .Volatility – Causes of Volatility. Financial Swaps: Currency Swaps – The Structure of Swaps – Interest Rate Swaps – Equity Swap – Valuation of Financial Swaps – Credit Derivatives – Caps and Floors – Hedging & speculation in Futures, Index futures, Commodities Market: Characteristics of Physical commodity market, Commodity futures, Relationship between spot and commodity futures prices, commodity price forecasting for traders and market participants, attributes of commodity contracts. Commodity contracts attributes and risk sharing – Example of Commodity Contract – Example of Letter Of Intent (LOI). Participants of commodity trading – international trading companies – problems and prospect in international commodity trading

RECOMMENDED TEXTBOOK(S):

1. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.

REFERENCE BOOKS

1. John C Hull: Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.
2. Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
3. BishnuPriya Mishra, Financial Derivatives, Excel Books, New Delhi.
4. SatyanarayanaChary T, Financial Derivatives, Excel Books, New Delhi.
5. Kumar S SS, Financial Derivatives, Prentice Hall of India, New Delhi.

21MB62F90: PROJECT MANAGEMENT

Course Code	21MB62F90
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand tools and considerations used in assessing and selecting suitable projects.	1	2
2	Analyze the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change.	2,3	4
3	Evaluate a project to provide cost estimates and to plan the various activities	2,3	5
4	Evaluate team building skills required to support successful performance.	5	5

Project management concepts, project planning, project quality and cost management, project closure.

SYLLABUS

Project Management Concepts: Concept and characteristics of a project – types of projects - importance of project management- project organizational structure - project life cycle - Statement of Work - Work Breakdown Structure.

Project Planning: Project feasibility studies - Components of project feasibility studies - Project Planning and Scheduling techniques - project planning to project completion: Pre-investment phase, Investment Phase and operational phase - Developing the project network using CPM/PERT - Crashing of Project Networks– Managing Project resources flow. Project Quality and Cost Management: Steps in Project appraisal process - Concept of project quality - TQM in projects - Project control process - Monitor and assess project performance, schedule, and cost – performance measurement. Methods to monitor, evaluate, and control planned cost – Cost and time overruns. Project Closure: Meaning of closure or termination - project audit process - termination steps - final closure - Managing Project Teams - Team development process

RECOMMENDED TEXTBOOK(S):

1. John M Nicholas & Herman Steyn “Project Management for Business and Technology”, Elsevier, 3rd Edition.

REFERENCE BOOKS

1. K Nagarajan, “Project Management”, New Age International Publishers, 6th Edition
2. Gido I Clements, “Project Management”, Cengage Learning.
3. R. Panneerselvam& P. Senthilkumar, “Project Management”, PHI Learning Pvt. Ltd., New Delhi.
4. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Implementation and Review”, TMH, New Delhi.
5. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process”, Tata Mcgraw-Hill Publishing Co Ltd

21MB62F100:INFRASTRUCTURE FINANCE

Course Code	21MB62F100
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Enlighten the students with the concepts of infrastructure finance, Public Private Partnerships etc.	1,6	2
2	Familiarise with the financing methods of infrastructure projects, contractual agreements and risk mitigation of projects	1	2
3	Apply the tools of project valuation	5	4
4	Evaluate the project viability	5	5

Infrastructure finance introduction, evolution of PPP, risk analysis and mitigation in projects, evaluate the project viability.

SYLLABUS

Infrastructure: Introduction, Unique features of infrastructure projects-Stakeholders, benefits, historical and projected requirements - Key role of government in building and maintaining infrastructure assets – infrastructure finance – types - Sources for infrastructure project finance. Pre-fund Raising Phase – Project Structuring, Preliminary Clearances, Key Project Contracts, Project financing Proposition – Sponsor’s, Lender’s and other Stakeholders’ Perspective, Project Financing Structures – Full Recourse and Limited Recourse financing Models with case studies. Evolution of public-private partnerships - The Rationale for Public Private Partnerships - Different Kinds of Public Private Partnerships such as BO. BOO. BOT, BOLT etc. - Government and Developer’s Perspectives - Discussion of the PPP experience in different sectors, electricity, telecommunication, civil aviation, roads and railways with a special emphasis on India - Dispute Resolution in Public Private Partnerships. Risk Analysis and Mitigation in Projects: Key risks - risk determination, allocation and mitigation in Project Structure, Key Project Contracts and Lenders’ Due Diligence - Key considerations - Appraisal criteria applied by Banks and Institutions, Project viability and evaluation - returns analysis - Valuing the Project and Project Cash Flow Analysis - Analysis of Operating Cash Flows and Their Behavior in Different Project Life-Cycle Phases - Inputs for Calculating Cash Flows- Optimal Capital Structure for the Deal

RECOMMENDED TEXTBOOK(S):

1. John D. Finnerty, Project Financing: Asset-Based Financial Engineering, Third Edition. Hoboken: John Wiley & Sons, Inc., 2013.

REFERENCE BOOKS

1. NGO Walter (Editor), The Infrastructure Finance Challenge (London: Open Book Publishers, 2017).
2. Stefano Gatti (2006) Project Finance in Theory and Practice, Academic Press is an imprint of Elsevier 30 Corporate Drive, Suite 400, Burlington, MA 01803, USA.

21MB62F110:INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	21MB62F110
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To excel in environment of international finance and its implications on international business.	3,4	2
2	To perform in the functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.	3	3
3	To apply the techniques of reducing risks and to identify risk management strategies.	2	3
4	To explore the sources of long term finance and design financial strategies and to integrate	3,4	3

Introduction to international financial system, international parity relationships, multinational corporate decisions in global markets, risk management in multinational corporations.

SYLLABUS

International Financial System: Evolution of international financial system: Bretton woods system, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions-IMF, ADB, IBRD, Bank for International Settlements; international banking-euro bank. International financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs. Foreign Exchange Market and International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER), BOP trends in India; current account deficit, capital account convertibility, Parity Conditions- Purchasing Power Parity, Interest Rate Parity

International debt crises, currency crises-Asian currency crisis, and Greek debt crisis. Multinational Corporate Decisions in Global Markets: Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment- licensing, management contracts, joint venture, Greenfield investment, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash

management, Risk Management in Multinational Corporations: Types of risk- risk management through hedging-natural hedges, hedges with currency derivatives.

RECOMMENDED TEXTBOOK(S):

1. V.A.Avadhani: “International Financial Management” Himalaya Publication, 2013

REFERENCE BOOKS

1. Eun C.S., Resnick B.G: “International Financial Management”, Tata McGraw Hill Education Pvt. New Delhi 2010
2. Ephraim Clark: “International Financial Management”, Cengage Learning. 2010
3. Sharan V., “International Financial Management”, PHI Learnings, New Delhi, 2012.
4. P.K.Jain, Surendra S Yadav, Peyrard: International Financial Mangement”, MacMillon, 2013 JNTUK Master of Business Administration
5. Madhu Vij: “International Financial Management”, Excel Books, New Delhi, 2011
6. G.Shailaja: “International Finance”, University Press, New Delhi, 2011
7. Michael Melvin, Stefan C.Norrbin: “International Money and Finance”, Elsevier, New Delhi, 2013
8. Shashi K Gupta, PraneetRangi: “International Financial Management”, Kalyani Publishers, New Delhi, 2013

21MB62F120:FINANCIAL STATEMENT ANALYSIS

Course Code	21MB62F120
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Articulate financial statement analysis and financial reporting	2	2
2	Solve the financial statement problems	3,4	4
3	Examine the cash inflows and outflows or usage and sources of funds	3,5	5
4	Evaluate and judge the financial statement analysis and financial reporting so that there will not be any scandals or window dressing	5	5

Introduction to financial statement analysis, types of financial statements, funds flow and cash flow analysis, financial reporting.

SYLLABUS

Introduction to Financial Statement Analysis and financial reporting: Introduction to Financial Statement Analysis, Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements analysis.

Types of Financial Statements: Interpretation of Balance Sheet items and limitations of the Balance Sheet, Interpretation of P& L account and its limitations, techniques of financial statement analysis: Common Size Statement, comparative statement and trend analysis. The Statement of Funds flow and Cash flows: Funds flow analysis sources and application of funds, meaning of working capital, changes in working capital, Cash flow statement; Operating activities, Investing activities and Financing activities, direct and indirect method. Financial reporting: Overview of Financial reporting, Window dressing, recent scandals in financial reporting, recent scandals in financial reporting, recent scandals in financial reporting

RECOMMENDED TEXTBOOK(S):

Jonathan Berk and Peter Demarzo, "Financial Management", 3rd Edition, Pearson India Education, 2017

Stanley B. Block, Geoffrey A. Hirt and Bartley R. Danielson, "Foundations of Financial Management", 13th Edition, TATA McGRAW-HILL Edition 2011

Prasanna Chandra, "Fundamentals of Financial Management", McGraw Hill, 6E, 2014

Gupta, Amrishi, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012

REFERENCE BOOKS

Narayanaswamy, R., "Financial Accounting – A Managerial Perspective", 5th Edition , Prentice Hall of India. 2015

Subramanyam, K. R. and John, J.W., "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014

Penman, S.H., "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 2014

Erich, A. H., “Techniques of Financial Analysis: A Guide to Value Creation”, 16th Edition ,Tata McGraw Hill. 2014

21MB62F130:PERSONAL TAXATION

Course Code	21MB62F130
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the fundamental principles of Income tax and Calculate Residential status and incidence of tax.	1	1
2	Develop skill to compute Income from salaries and house property	2,3	2
3	Able to Analyze problems relating to Income from profits and gains from business/profession and capital gains.	2,3	2
4	Evaluate the provisions relating to income from other income, clubbing, and setoff and carried forward provisions and Income from individual and deductions available to person.	1,3	3

Introduction to Indian taxation system, computation of income from salaries and house property, computation of income from other sources, assessment of income of individuals.

SYLLABUS

Introduction to Indian taxation system, overview of direct and indirect taxes. A brief introduction about income tax, wealth tax and goods and service tax. Introduction to income tax, definitions, residential status and incidence of taxation, and incomes exempt from tax. Basis of charge and concept of total income, Computation of income from salaries, and computation of income from house property, Computation of income from business or profession and computation of capital gains: computation of long term and short term capital gains, Exemptions available under section 54, 54B, 54EC, 54ED, 54F. Computation of income from other sources, clubbing of incomes, set-off and carried forward of losses. Assessment of income of individuals: Deductions available to individuals under chapter VIA i.e., from Section 80 C to 80U

RECOMMENDED TEXTBOOK(S):

1.V.K.Singhania, Monica Singhania, Student guide to Income tax, Taxman publications, 2012.

REFERENCE BOOKS:

1. Gaur and Narang, Elements of Income tax, Kalyani publications, 2009.
2. Bhagawathi Prasad, Direct taxes, New Age Publications, 1998

HR SPECIALIZATION COURSES**21MB61H10: TALENT AND COMPETENCY MANAGEMENT**

Course Code	21MB61H10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understanding the importance of Talent Management in any organization and be ably facing the challenges that may crop up.	1	2
2	Explain various Talent Management strategies that can be successfully implemented for effective accomplishment of set objectives.	2,3	2
3	Extend the knowledge on Talent Management to Competency mapping as well and apply them across scenarios.	2,3	3
4	Relate the learnt concepts on competency to various competency models and thereby ably utilize them in analyzing case studies.	3,4	4

Introduction to talent management, talent management process, competency, competency management framework.

SYLLABUS

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System, Talent Management Process: Essentials and Stages, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management. Talent Management and Organizational Environment, Role of Information Technology in effective Talent Management Systems: Introduction, Role of Information Technology in Talent Management Systems, Talent Management Information System, Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India. Competency: Meaning and Characteristics, Behavior indicators, Types of competencies, Competencies Applications – Competency Frameworks, Competency Maps, and Competency Profiles.

Competency management framework / competency model: Lancaster Model of managerial competencies
Competency modeling framework – developing a competency model – Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development, competency mapping, integration of HR function.

RECOMMENDED TEXTBOOK(S):

1. Lance A Berger, Dorothy R Berger, 2011, The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.
2. Shukla Ravinder, 2009, Global India Publications, Talent Management: Process of Developing & Integrating Skilled Workers.

REFERENCE BOOKS:

1. R.N.Misra, Talent Management, Discovery Publishing House Pvt. Ltd.
2. Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd edition ,Sanghi, Seema. Sage Publications Pvt. Ltd.
3. Competency based HRM Shermon, Ganesh. Tata McGraw Hill.
4. 360 degree feedback, competency mapping & assessment centers Sharma, Radha R. Tata McGraw Hill

21MB61H2O: DYNAMICS OF EMPLOYEE RELATIONS

Course Code	21MB61H2O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the employee relations and its complexities	1,2	2
2	Make use of knowledge to strengthen relations	1,2	3
3	Utilize the knowledge for team building	1,2	3
4	Develop competencies to become effective Relation officer	1,2	3

Introduction to employee relations, promotion and harmonious relations, grievances and discipline, team formation and development.

SYLLABUS

Employee Relations – Introduction, Definitions of Employee Relations, The Employment Relationship, Psychological Contract, Forms of Attachment, Compliance and Commitment, Quality of Employee Relations, An Industrial Relations System, Framework of Employee Relations, globalization – multinational corporations and employee relations. Promotion of Harmonious Relations – Code of Discipline, Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry – Measures for dealing with Indiscipline. Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India. Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience. Group and its formation. Use of Groups in Organizations vs. Industrial Performance - Inter group Problems in Organizations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group, Team development and team building. Team formation and development, interventions for team functioning, culture and diversity impact on team functioning, team building – preparing the environment for teamwork, Theory and Model of Interpersonal Behaviour of C. Willian Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility. Working with virtual teams

RECOMMENDED TEXTBOOK(S):

1. Employee Relations, Mike Leat, Heriot-Watt University Edinburgh press, United Kingdom
2. VenkatRatnam, C.S. – Industrial Relations, Oxford University Press.
3. Group Dynamics and Team Interventions: Understanding and Improving Team, Timothy M. Franz, Wiley publications.

REFERENCE BOOKS:

1. S. C Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
2. P.R.N. Sinha, InduBala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
3. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
4. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
5. RatnaSen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
6. Michael Armstrong, Employee Reward, Universities Press (India) Ltd
7. Organization Psychology - Eder Scheim.
8. T-Group Development and OD - Dharani P Sinha.
9. Interpersonal Underworld - G. William Shutz
10. Organizational Behavior-Robbins, Judge &Sanghi, Pearson Education Publication.

21MB61H30:PERFORMANCE MANAGEMENT & REWARD SYSTEMS

Course Code	21MB61H30
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

CO#.	Course Outcome	PO	BTL
1	Identifying the purpose of a performance management system	2	2
2	Outline the process of designing and implementing a performance management system	2	3
3	Demonstrating competence in various areas employee compensation and designing and evaluating compensation plan.	6	4
4	Demonstrating knowledge of a variety of pay systems including job and performance based pay; knowledge and skill based pay; team based pay and executive pay.	6	4

Introduction to performance management process, performance management techniques, performance consulting, strategic compensation planning, variable pay, wage administration.

SYLLABUS

Introduction: Performance Management process, strategic planning, Performance Appraisal & Potential Appraisal. Performance Management System implementation: Defining performance and choosing a measurement approach – Measuring results and behaviors – Gathering performance information, implementing performance management system. Performance management techniques: Competency mapping, Balanced Scorecard, 360° feedback, Assessment centers, Performance Management Skills – Counseling, Coaching and Mentoring. Performance Consulting: The Need for Performance Consulting – Designing and Using Performance Relationship Maps – Mapping the Components of Performance – Identifying Business Needs in Operational Terms – Developing Models of Performance Required to achieve Business Goals. Compensation, types of compensation, conceptual framework of compensation management, Theories of wages Compensations Philosophies.

Strategic Compensation Planning: Developing a total compensation strategy – Job evaluation systems, the compensation structure – Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual and team incentive plans. Managing Employee Benefits: Nature and types of benefits, employee benefits programs – designing a benefits package. Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions. International Compensation - global convergence of compensation practices - Pay for performance for global employees - practices in different industries – Executive compensation.

RECOMMENDED TEXTBOOK(S):

1. Performance Management, Herman Aguinis, Pearson Education, 2008.
2. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition
3. Robinson, Dana Gaines.; Robinson, James C., Performance Consulting: Moving Beyond Training, Berrett Koehler, 1996.

REFERENCE BOOKS:

1. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
2. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
3. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
4. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
5. B D Singh, Compensation And Reward Management, Excel Books, 2008
Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

21MB61H40:LABOUR LEGISLATION

Course Code	21MB61H40
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the changing Labor legislation in India	1	2
2	Interpret legal aspects of Employee Compensation.	2,3	4
3	Handle Industrial disputes in Indian organizations.	2,3	4
4	Implement legal aspects of employee benefits	1,3	4

Introduction & overview of labour legislation, the industrial employment act 1946, legislations related wages, legislations related to social security, various laws for provision of social security for industrial workers, compliances.

SYLLABUS

Introduction & Overview of Labour legislation in India; The present day Industrial worker, Evolution and Growth of Labour law in India; The Industrial Disputes Act, 1947 – The Factories Act, 1948; The Industrial Employment (Standing Orders) Act, 1946. Legislations related to Wages: The Employees Compensation Act, 1923 – The Payment of Wages Act, 1936 – The Minimum Wages Act, 1948, The Child Labour Prevention and Regulation Act, 1986, The Maternity Benefit Act, 1961. Legislations related to Social Security: The Concept of Social Security; various laws for provision of Social Security for Industrial workers; The Employees State Insurance Act, 1948 – The Employee's Provident Fund & Misc.

Act, 1952 - - The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972. Compliances: Returns and Forms for all labour Legislations. Challenges and issues for HR in implementing Labour law; Guidelines for young professionals.

RECOMMENDED TEXTBOOK:

1. Taxmann(2019)- Labour Laws, Kindle Edition

REFERENCE BOOKS:

1. ManoharLal, Industrial Relations &Labour Legislation
2. P.K.Padhi,(2012) Labour and Industrial Laws, PHI Publication
3. Garg, K.C., Sharma, Mukesh; Sareen, V.K. (2002). *Commercial and Labour Laws*. Ludhiana: Kalyani Publishers.
4. Kumar H.L.,(2000). *Practical Guide to Labour Management*. New Delhi: Universal Law Publishing

21MB61H50: PERFORMANCE MANAGEMENT

Course Code	21MB61H50
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Identifying the elements and describe the purpose of a performance management system	2	2
2	Identifying different types of reward systems, performance appraisals, analyzing performance through various measuring tools.	2	2
3	Outline the process of designing and implementing a performance management system	2	2
4	Developing and implementing performance consultation	2	3

Introduction to performance management, performance management system implementation, employee development, performance management techniques, performance consulting, performance consulting services.

SYLLABUS

Introduction: Defining Performance Management, performance management process, performance management and strategic planning, Performance Appraisal & Potential Appraisal. Performance Management System implementation: Defining performance and choosing a measurement approach – Measuring results and behaviors – Gathering performance information, implementing performance management system.

Employee Development: Performance management and Employee Development - Performance management techniques: Competency mapping, Balanced Scorecard, 360° feedback, Assessment centers, Performance Management Skills – Counseling and Coaching. - Reward system – Types of rewards, designing reward system, Total reward strategies, Characteristics of an effective performance reward plan – Managing Team Performance. Performance Consulting: The Need for Performance Consulting – Designing and Using Performance Relationship Maps – Mapping the Components of Performance – Identifying Business Needs in Operational Terms – Developing Models of Performance Required to achieve Business Goals – Performance Assessments -Contracting for Performance Consulting Services: Opportunities - Performance Assessment – Performance Implementation – Performance Improvement Department – Strategic Plan for the Transition to Performance Improvement.

RECOMMENDED TEXTBOOK(S):

- Performance Management, Herman Aguinis, Pearson Education, 2008.
- Robinson, Dana Gaines.; Robinson, James C., Performance Consulting: Moving Beyond Training, Berrett Koehler, 1996.

REFERENCE BOOKS

1. Michael Armstrong, A Handbook of Human Resources Management Practice, 10th Edition, Kogan Page, 2006.
2. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
3. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
4. Earl M. A., Carter Frank, A. McMahan, Improving Employee Performance through Workplace Coaching - A Practical Guide To Performance Management, Kogan Page, 2005.
5. Prem Chadha, Performance Management, Macmillan India Ltd, New Delhi, 2007

21MB61H6 O:HUMAN RESOURCE PLANNING

Course Code	21MB61H6O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand basic concepts of human resource planning and job analysis	1,2	2
2	Apply different models of human resource forecasting models	5	3
3	Apply different models of human resource supply and understand succession management	5	3
4	Learn contemporary topics in human resource planning	3,4	3

Human resource planning, job analysis, HR forecasting, HR supply, succession management importance, IT for HRP.

SYLLABUS

Human Resource Planning: Factors Affecting Human Resource Planning, Need for Human Resource Planning, Five Steps in Human Resource Planning, Importance of Human resource Planning, Obstacles in Human resource Planning, Advantages of Human resource Planning. Job Analysis - process, specific job techniques, competency-based approaches, problems associated with job analysis. HR Forecasting: Forecasting activity categories, environmental and organizational factors affecting HR forecasting, time horizons, determining net HR Requirements, determining HR Demand, Methods of forecasting. Ascertaining HR Supply: Succession/Replacement Analysis, Markov Models, Linear Programming, Movement Analysis, Vacancy Model, HR Supply and retention programs, RPC's. Succession Management-Importance, Evolution, Process. IT for HRP: New service Delivery Models, workforce analytics, workforce management and scheduling, Strategic HRP, Outsourcing.

RECOMMENDED TEXTBOOK(S):

1. Strategic Human Resources Planning, Fifth Edition. Nelson Education, 2013. ISBN: 13- 978-0-17-650694-0; Authors: Monica Belcourt, Kenneth McBey, Ying Hong and Margaret Yap.

REFERENCE BOOKS:

1. Burack, E.H. and Mathys, N.J., Human Resource Planning: A Pragmatic Approach to Human resource Staffing and Development, Brace-Park Press, Illinois, 1987.
2. Rothwell, W.J. and Kazanas, H.C., Strategic Human Resources Planning and Management Prentice-Hall, H.J., 1988
3. Scrinivas, K.M., Human Resource Management: Contemporary Perspectives in Canada, McGraw-Hill, Canada, 1984.
4. Walker, James W., Human Resource Strategy, McGraw-Hill, Canada, 1992.

21MB62H7 O:INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code	21MB62H7O
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understanding internationalization of HRM and its future	1	2
2	Understanding Global HR Practices	1	2
3	Analyzing the policy and practice aspects of International Human Resources	6	4
4	Ability to train and develop global leaders and expatriates	3	6

Overview of international human resource management, global HR practices, world wide global work life management, regulation and change in global employment relations.

SYLLABUS

Overview of International Human Resource Management: The drivers of internationalization of business. Introduction to IHRM Definition, Organizational and cultural context of IHRM -Development of IHRM - Difference between IHRM and Domestic HRM - Models of IHRM - Matching Model, Harvard Model, Contextual Model, 5P Model, European Model - IHRM trends and future challenges. Global HR Practices: Sourcing Human Resources for Global Markets-Staffing, Recruitment and Selection - International Training, Development and Careers - International Performance Management - International Compensation - IHRM in Cross-Border Mergers & Acquisitions, International Alliances. Developments in IHRM Policy and Practice- Women Leading and Managing Worldwide-Global Work-life Management in Multinational Corporations-Regulation and Change in Global Employment Relations-Social Responsibility, Sustainability and Diversity of Human Resources.The Development of Global Leaders and Expatriates-Leading Organizations in the global environment-Global Leaders and Developing Global Leaders-Expatriate Development.

RECOMMENDED TEXTBOOK:

- Peter J Dowling, Marion Festing and Allen D. Engle, SR. (2013)-International Human Resource Management, 6th Edition, Cengage Learning EMEA.

REFERENCE BOOK:

- Anne-Wil Harzing and Ashly H. Pinnington (2011), International Human Resource Management, Sage South Asia Edition.

21MB62H80:PEOPLE ANALYTICS

Course Code	21MB62H80
L-T-P	2-0-2
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the transformation of Business Analytics to People Analytics.	1,3	2
2	Application of Analytics in Talent acquisition and engagement.	1,2	3
3	Assess Performance management using analytics.	1,2	4
4	Understand the application of big data in people analytics.	1,2	2

The people analytics age, talent source analytics, retention analytics, big data analytics, future of people analytics.

SYLLABUS

The People Analytics Age - Migrate from Business Analytics to People Analytics - The Seven Pillars of People Analytics Success - Workforce Planning Analytics

Talent Sourcing Analytics - Talent Acquisition Analytics - Onboarding and Culture Fit - Talent Engagement Analytics, Analytical Performance Management - Employee Lifetime Value and Cost Modeling - Using Retention Analytics to Protect Your Most Valuable Asset - Employee Wellness, Health, and Safety to Drive Business Performance and Loyalty, Big Data and People Analytics - Future of People Analytics

RECOMMENDED TEXTBOOK:

1. Jean Paul Isson, Jesse S. Harriott (2016), People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons, Inc., Hoboken, New Jersey.

REFERENCE BOOK:

1. Fitz-enz, Jac. (2010). The new HR analytics : predicting the economic value of your company’s human capital investments, AMACOM, a division of American Management Association, 1601 Broadway, New York, NY 10019.

21MB62H90: ORGANIZATIONAL CHANGE & CHANGE MANAGEMENT

Course Code	21MB62H90
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand and explain the concept of organization change.	1,2	2
2	Understanding and explaining the change management process.	2,4	2
3	Analyzing the role of change agents	4,3	3
4	Analyzing the key considerations and issues in a changing future	3,4	3

Introduction to organisaitonal change, change models, change management, change agents, key considerations and issues.

SYLLABUS

Organizational Change: The concept of Organizational Change - Classification of Change – Levels of change, Change models - Kurt Lewin, John Kotter, ADKAR and Weisbord’s Six Box Model, resistance to change, overcoming resistance to change. Change Management – Change Management Process – Implementing Change – Organizational Transformation through Visioning and Strategy for Change – Understanding and Changing Organizational Culture – Mental Models. Change Agents – The concept of Change Agent and types of Change Agents – Middle level Managers as Change Agents – HR Personnel as Change Agents – CEOs as Change Agents – Consultants as Change Agents – Change Leadership. Key

Considerations and Issues: A changing future – factors for effective change- general trends, demographic changes, changing lifestyles, occupational changes, operating virtually, multiple paths to change.

RECOMMENDED TEXTBOOK(S):

1. Radha R Sharma (2012): Change Management and Organizational Transformation, 2nd edition, 2017 reprint, McGraw Hill Education Private Limited.
2. Stephen’s Robbins, Timothy A. Robbins &Neharika Vohra (2012): Organizational Behaviour, 14thedition,Prentice Hall Pearson.
3. Barbara Senior and Jocelyne Fleming (2006): Organizational Change, 3rd edition.

REFERENCE BOOKS:

1. Nilkanth.V and Ramnarayan.S. (2007),Change Management Response Books, London/New Delhi.
2. Gary N. McLean (2006), Organization Development – Principles, Processes, Performance, 1st Ed. Berrett-Koehler Publishers, Inc. San Francisco, CA.
3. Joan V. Gallos (2006), Organization Development: A Jossey-Bass, San Francisco, CA.
4. Radha R Sharma (2010), Change Management: Concepts and Applications, Tata Mc Graw Hill, New Delhi.
5. Richard M. Burton, BorgeObel and GerardineDesanctis(2011):Organizational Design – A step-by-step Approach, 2nd edition, Cambridge University Press.
6. Jennifer M. George and Gareth R. Jones (2009) - Understanding and Managing Organizational Behaviour, 5th edition, Pearson education.
7. Palmer, Dunford and Akin (2006): Managing Organizational Change- A Multiple Perspectives Approach.
8. Radha R Sharma (2012): Change Management and Organizational Transformation, 2nd edition, 2017 reprint, McGraw Hill Education Private Limited.
9. David A. Nadler (1998): Champions of Change, San Francisco: Jossey-Bass Publishers.

21MB62H100: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code	21MB62H100
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Ability to integrate HR with the business strategy	1	2
2	Scientific training of HR Planning practices	2	3
3	Competency to enhance employee development	2	3
4	Rational ability to manage performance strategically and Competency to implement global HR practices	2	3

Introduction to strategic HRM, Integrating strategy and HR planning, strategy for employee development, performance management, employee separation, global HRM.

SYLLABUS

Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies - Designing Human Resource Systems for Sustained Competitive Advantage - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends - Demographic trends – Trends in the utilization of human resources. Integrating Strategy and Human Resource Planning - The strategic role of Human Resource Planning, Selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices, Strategic Issues in Managing Workers and Industrial Relations, Corporate Strategy and HRM – Strategy and Career Systems, Corporate Ethics, Values and SHRM, Managing Professionals: Strategic Challenges

Strategy for Employee Development – Planning and strategizing training - Integrating training with performance management systems and compensation - Developing management training and development for competitive advantage -The strategic training of employees model. Performance Management – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems. Employee Separation – Strategic management of turnover and retention, Strategies for responsible restructuring, Strategic HR Issues in High Growth, Mature and Declining Industries, Retirement, Global HRM – Strategic HR Issues in global assignments.

RECOMMENDED TEXTBOOK:

Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007

REFERENCE BOOKS:

1. Michael Armstrong, Strategic HRM, Kogan page, London
2. John Storey, Patrick M. Wright and Dave Ulrich, “The Routledge Companion to Strategic Human Resource Management”, 2009, Routledge
3. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi.

21MB62H110:COMPENSATION MANAGEMENT

Course Code	21MB62H110
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Recognize how pay decisions help the organization achieve a competitive advantage.	1	2
2	Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.	1	4
3	Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.	4	5
4	Design rational and contemporary compensation systems in modern organizations.	4	5

Compensation, compensation system design issues, strategic compensation planning, source of competitive advantage, development of a base pay system, managing employee benefits, wage determination, wage determination in India.

SYLLABUS

Compensation: types of compensation, conceptual framework of compensation management, Theories of wages: subsistence theory, wage fund theory, marginal productivity theory, bargaining theory, criteria of wage fixation. Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.Strategic Compensation Planning: Strategic perspectives towards compensation – developing a total compensation strategy, Source of competitive advantage: three tests, designing pay levels, mix and pay structures. Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – piece work, standard hour plan, bonuses, merit pay, group incentive plans, team compensation, gain sharing incentive plans, enterprise incentive plans, profit sharing plans, stock options, ESOPs. Executive compensation- elements of executive compensation and its management, International compensation Management. Managing

Employee Benefits: Nature and types of benefits, employee benefits programs- security benefits, retirement security benefits, health care benefits, time –off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package. Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions, compensation practices in different industries, compensation practices of multinational and global organizations.

RECOMMENDED TEXTBOOK(S):

- Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition

REFERENCE BOOKS

1. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
2. B D Singh, Compensation And Reward Management, Excel Books, 2008
3. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition

21MB62H120: TRAINING & DEVELOPMENT

Course Code	21MB62H120
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand basic concepts associated with learning process, learning theories, training and development;	5,6	2
2	Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;	6	2
3	Emerging trends in training and development; and	5	2
4	Relevance and usefulness of training expertise in the organizational work environment.	5	3

Introduction to training, Learning theories, design of training programme, implementation of training programme, training aids training evaluation, the future of training and development.

SYLLABUS

Introduction to Training – Rationale for Training, Culture and Other Contexts, Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment. Learning Theories – Principles of Learning, Learning Theories, Learning Process, Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve. Design of Training Programme – Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Programmed Design. Implementation of Training Programme – Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work; Training Methods, Training Methods Compared with Objectives; Training Aids Training Evaluation – Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick’s Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity; The Future of Training and Development: Use of new Technologies for Training Delivery, Emphasis on Speed in Design, Focus on Content and Use of Multiple Delivery Methods, Use of Training Partnerships and Outsourcing Training.

RECOMMENDED TEXTBOOK:

Noe. A. Raymond, “Employee Training and Development”, Tata McGraw Hill Publications.

REFERENCE BOOKS

1. Lynton P. Rolf & Pareek, Udai, “Training for Development”, Vistaar Publications.
2. Rao. P. L., “Enriching Human Capital through Training and Development”, Excel Books.
3. Naik, G. P., “Training and Development: Text, Research and Cases”, Excel Books.
4. Sahu R. K., “Training for Development”, Excel Books, New Delhi.
5. Taylor B. & Lippitt G., “Management Development and Training Hand Book”, McGraw-Hill, London.
6. Deb, Tapomoy, “Training & Development: Concepts & Applications”, Ane Books.

21MB62H130: CONFLICT MANAGEMENT AND NEGOTIATION

Course Code	21MB62H130
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand basic concepts of Conflict Management	1	2
2	Learning and applying conflict management design and resolution methods.	3	3
3	Apply concepts and process of Negotiations.	5	2
4	Learning and Understand International and Cross-Cultural Negotiation	6	2

Introduction to conflict, conflict management design, introduction to negotiation, relationships in negotiations, ethics in negotiation.

SYLLABUS

Introduction of Conflict: Nature – Classification - pros and cons of conflicts – Styles - intrapersonal conflicts - interpersonal conflicts; Measurement of conflict; Team conflicts - Group conflicts. Learning from conflicts. Conflict Management Design: Traditional approaches - Complementary forms - mediation, moderation, supervision, coaching - prevention through communication, setting up in house management system, Conciliation, Arbitration, Adjudication. Introduction to Negotiation: Communication and Power in negotiations – Finding and using negotiation leverage - Key Negotiating Temperaments – Interests and goals in negotiation – cultural and gender differences in negotiation – Qualities of mind, heart & courage for successful negotiations- Collective Bargaining- process. Relationships in Negotiations – Multiple Parties and Teams – International and Cross-Cultural Negotiation – Pre and Post negotiation evaluation – Ethics in negotiation.

RECOMMENDED TEXTBOOK(S):

1. Managing conflicts in the workplace, David Liddle, person publications
2. Essentials of Negotiation, Roy Lewicki, Bruce Barry, David Saunders, Tata McGraw Hill, 6th Ed. 2010

REFERENCE BOOKS:

1. Negotiation in Social Conflict, Dean and Peter, Tata McGraw Hill, 6th Ed. 1993
2. The Negotiation Handbook, Cleary Patrick J., PHI Learning,
3. Negotiation Analysis: The Science and Art of Collaborative Decision Making, Metcalfe David Raiffa, Howard Richardson John, PHI Learning,

SECTORAL SPECIALIZATION - BANKING

21MB61B00:OVERVIEW OF BANKING

Course Code	21MB52B00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the Indian financial Services	1,6	2
2	Understand the role of central Bank and commercial banks	1	2
3	Analyse credit appraisal mechanism and regulatory system of Indian banking Industry	5	4
4	Analyse the functioning of various banks	5	4

The financial services overview, RBI, Commercial banks, basic accounting for banking credit scoring, BCSBI, banking ombudsman service, securitization, rural banking, RRBs, NABARD, Banking regulation, Monetary policy, NI Act, Banking regulation Act.

SYLLABUS

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks, - Commercial Banking in India, - Functions of Banks, primary and Ancillary functions of commercial banks, Deposit products –Fee based and fund based activities, Principles of lending, loan products, bank assurance, Types of charges, Types of securities ,letters of Credit – Bank guarantees, off balance Sheet Activities. Basic accounting for Banking, Statement of Sources and uses of Funds, bank's Profit and loss Account, Books of Accounts in Banks. Credit Scoring- Credit appraisal techniques, Credit management and credit monitoring, Priority sector lending, Credit Information bureau (India) limited(CIBIL), Banking Codes and Standards Board of

India(BCSBI), Banking Ombudsman Service, Loan Syndication, The Syndication process, Non Performing Assets , Prudential Norms, securitization-.Retail Banking, Corporate Banking, Developments in Corporate banking, Issues/problems. Consortium finance, multiple banking Arrangements, Rural Banking – Sources of Rural Finance, Credit delivery Mechanism in Rural finance, Multi Agency Approach, Regional rural banks (RRBS), National Bank for Agriculture and rural Development (NABARD). Banking Regulation - Monetary policy, Money laundering and prevention of Money laundering Act, Negotiable Instruments Act, Banking Regulation ActRecent developments and future challenges in banking sector Small Banks, Payment Banks.

TEXT BOOK

2. Indian Financial System, M. Vohra, Anmol Publications.

REFERENCE BOOKS

1. Banking Law and Practice in India, P.N. Varshney, Sultan Chand & Sons-24th Edition 2010.
2. Financial Institutions and Markets- Structure, Growth and Innovations, L.M. Bhole&JitendraMahakud, Tata McGraw Hill- 5th Edition.
3. Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, Tata McGraw Hill- 7th Edition

21MB62B10:BANKING SERVICE OPERATIONS

Course Code	21MB61B10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand nature of Banking service operations and role of technology in banking	2	2
2	Analyse e-banking mechanism	2	4
3	Ascertain Service Quality Metrics and CRM Practices	5	3
4	Evaluate risk management strategies	5	5

Introduction to banking operations, role and impact of technology on banks, E-banking, ATMs, Credit and debit cards, CRM, ECS, EDI, certification in banking services, designing of service quality, Mergers and Acquisitions in the Indian bank scenario.

SYLLABUS

Introduction to Banking Operations: Changing Nature of Banking Operations – Computerisation in Banks, Communication Net work and security considerations. Role and Impact of Technology on banks. E-banking, E-Products and Services offered to Customers, Plastic money – Parties to the transaction, Salient Features concepts of a Credit Card, Distinction between Credit card, Charge Card, Debit card and Operational aspects, Credit card business in India. Payment and settlement systems: Electronic Funds Transfers (EFTs)– Automatic Teller Machines (ATMs)–Electronic Clearing Service (ECS)–Electronic Data Interchange (EDI)– Real Time Gross Settlement System(RTGS), -Customer Relationship Management – Types of Customers, Financial situation Vs Banking needs, Banker and Customer Relationship, Role and impact of Customer Relationship Management – Stages in Customer Relationship Management, Regulations relating to Know Your Customer. Service Quality - Technical Quality and Functional Quality, Gap analysis, ISO 9000 Certification in Banking Services – Marketing of Services – importance of marketing for Indian banks, characteristics of service product, marketing of financial services and banking services, Implications of service characteristics for marketing, services marketing mix, Product Life Cycle -New Product development — banking product mix, Bank pricing, Channels for Banking Services, Delivery Strategies in a Bank, — Promotion mix, Role of direct selling agent/ direct marketing agent in a bank - Designing of Service Quality –Implications of Service Intangibility. Marketing Issues, Risk Management in Banks, loan review mechanism, Capital Adequacy, Basel norms., Mergers and Acquisitions in the Indian banking scenario.

RECOMMENDED TEXTBOOK:

Managing Indian Banks: Challenges ahead Vasant C Joshi and Vinay V Joshi, sage publications

REFERENCE BOOKS

1. Banking theory law and practice b R.Rajesh and sivagnanasithi, Tata Mc graw hill
2. Risk Management in e- Banking Jayaram Kondabagil John Wiley & sons
3. Indian Banking in Electronic Era- S.S.kaptan& N.S. Choubey sarup& sons publications
4. Office organization & management M.E. Thukaram Atlantic publishers
5. Elements of banking and Insurance Jyotsna Sethi and nishwan Bhatia PHI learning Private limited
6. Customer Relationship management Modern trends ShanmugaSundharam, Prentice Hall of India Limited.

SECTORAL SPECIAIZATION - RETAILING

21MB61R00:OVERVIEW OF RETAILING

Course Code	21MB52R00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Excel in the functions of a retailer. Student will be aware of the role of a retailer in global economy, career opportunities in retail, retail theories and various retail formats.	1,6	2
2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies. Further he/she can able to understand role of consumer in retail environment and various factors influencing consumer behavior. Identify consumer motivations, shopping behaviors, loyalty programs and decision processes for a retailconsumer and accordingly designing strategies to give a robust experience to consumers	1	3
3	Apply HR programs and identify initiatives to improve operations and Employee retentions	6	3
4	Understand measures of financial performance including strategic profit model	6	2

Retailing, retail marketing, retail strategies, retail organization, CRM in retailing, social marketing in retailing, HRM in retailing, financial management in retailing.

SYLLABUS

Retailing – Meaning, Nature, and Classification- Emergence of Organized Retailing -Indian vs. Global Scenario- Factors Influencing Retailing- Functions of Retailing- Retail as a career -Types of Retailing- Store & Non-Store -Retail Formats- Multichannel Retailing-Issues & Challenges in Multichannel Retailing Servicing the Retail -Customers, Customer service- customer complaints.Retail marketing – and branding mix - Retail consumer and factors influencing buying behavior – Segmentation - Targeting- Positioning. Retail Strategies- Developing and applying Retail Strategy- Strategic Retail Planning

Process.Retail Organization- The changing Structure of Retail - Concept of Life cycle Retail. Retail pricing strategies.CRM in retailing – process – planning and implementing loyalty programs- Social Marketing in retailing-Impact of Technology E-tailing – Issues and Challenges.Human Resource Management in Retailing - Human Resource Planning - Role of Human Resources in Retail Organizations; Recruitment - Selection - Training needs for Employees - Motivation and Performance Appraisal, Compensation and rewarding store Employees. Importance of Financial Management in Retailing - Financial Performances and Financial Strategy - Accounting Methods - Strategic Cost Management - Strategic Profit Model-Managing Diversity-Legal and Regulatory issues

RECOMMENDED TEXTBOOK:

1. Barry Berman Joel &R Evans, Retailing Management - A Strategic Approach, Pearson Education, 2009.

REFERENCE BOOKS

1. SwapnaPradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mngement,6/e, The McGraw -Hill Companies, 2008.
3. itz, Ajay Pundit- Retailing Mngement,6/e, The McGraw -Hill Companies, 2008.
4. Levy &Weitz, Retailing Management, TMH, 2009.
5. A. J. Lamba, The art of Retailing, TMH, 2009.
6. Andrew J Newman &Petes Cullen, Cengage Learning, 2009.
7. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
8. Chetan Bajaj, RajnishTuli, Srivastava, N.V, Retail Management, Oxford University Press, 2005

21MB62R10:MANAGEMENT OF RETAIL OPERATIONS

Course Code	21MB62R10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO/PSO	BTL
1	Understand the factors influencing store location and location strategies including store layout and space planning.	1,2	2
2	Understand store environment, the roles and responsibilities of a store manager and build strategies to enhance the store loyalty.	1	2
3	Source, plan and procure merchandise for a retail organization and also able to analyze	2	4
4	Implement trends and practices of supply chain management in retail.	1	3

Setting up retail store, store management, store environment, inventory management, sales promotion, role and responsibilities of merchandiser, supply chain management, supply chain drivers and obstacles.

SYLLABUS

Setting up Retail Store - Size and space allocation- location strategy, factors affecting the Retail – Research techniques and store layout and space planning. Store Management- Responsibilities of Store Manager -Retail Image -Store Façade. Store environment- Exteriors, Interiors -Store ambience-Store Atmospherics- Visual Merchandising - Store Security. Inventory Management - EOQ - Rational of Discounts of Bulk Purchase. Sales Promotion – Importance& Types - Impact of Sales Promotions - Forecasting– Different Forecasting Techniques in Estimating Demand - Retail Merchandising. Role and responsibilities of merchandiser-The process of Merchandise Planning- Merchandise Procurement-Sourcing, Vender selection - Category management – process – manufacturer’s brands Vs private label brands. Supply chain management – Definition, Scope, Need & Challenges; Role of Logistics in SCM– Retail & Manufacturing; Differences in SCM and Logistics - Integrated supply chain planning Uncertainty and supply chain management. Supply chain Drivers and Obstacles- Supply chain Network- Different types of Supply Chain Networks. Cross Docking and Collaborative Planning- Bull Whip Effect. Innovations in Supply chain management.

RECOMMENDED TEXTBOOK:

Swapna Pradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.

REFERENCE BOOKS:

1. Retail Logistics and Supply Chain Management, Rajesh Ray, The Mc Graw Hill Companies
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mngement,6/e, The Mc Graw -HillCompanies, 2008.
3. Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach, Pearson Education, 2009.
4. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
5. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Third edition, Pearson Education, New Delhi 2009.
6. Narayan Rangaraj, G Raghuram and Srinivasan, Supply Chain Management for Competitive Advantage Concepts and cases, TMH, 2009.
7. Rahul V. Altekar, Supply Chain Management, Concepts and Cases, PHI , 2008.

SECTORAL SPECIALIZATION
HEALTHCARE&HOSPITALITYMANAGEMENT
21MB61D00:OVERVIEW OF HEALTHCARE MANAGEMENT

Course Code	21MB61D00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand basics of Healthcare Sector	1	2
2	Analyze the role of clinical and diagnostic services	1	4
3	Evaluate the impact of hospital operations management	6	5
4	Evaluate the components and process of maintaining medical record	6	5

Introduction to Healthcare systems, overview of healthcare sector in India, specialities in healthcare, hospital code of ethics, clinical & diagnostic services, hospital operations management, medical records.

SYLLABUS

A Conceptual Approach to Understanding the Healthcare Systems – Evolution – Institutional Settings. Overview of Healthcare Sector in India – Understanding the Hospital Management – Health Policy – levels of healthcare; primary, secondary and tertiary – systems of medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, etc. – Preventive and Curative medical care – General and specialty Hospitals-Pharmacopia. specialties: Overview of the functions and sphere of each specialty: oncology, general medicine, cardiothoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services. Hospital code of ethics, medical ethics, standards for hospitals accreditation, accreditation standards for extended care facilities. **Clinical & Diagnostic Services:** Outpatient Services – Accident and Emergency Services – Inpatient Services – Operation Theatre Services – Intensive Care Unit Services – Nursing Services. Diagnostic and Therapeutic Services: Laboratory Services – Radio Diagnosis and Imaging Services – Radiation Hazards – Blood Transfusion Services – infection control, mortuary services, Pharmacy Services: Role of pharmacy manager, analyzer

for pharmacy, drugs management. **Hospital operations management:** productive systems in a hospital, Facility Location and Layout, importance of location, factors, Productivity measures, value addition, capacity utilization, productivity – capital operations, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services. **Medical Records** – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Operation Theatres Records – Maintenance of Intensive Care Units Records; Clinical Records – Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records, Healthcare Information System.

RECOMMENDED TEXTBOOK:

1. B M Sakharkar, Principles of Hospital Administration & Planning, 2nd Edition, Jaypee Brothers Medical Publishers, New Delhi, 2009

b) REFERENCE BOOKS:

1. A G Chandorkar, Hospital Administration & Planning, 2ⁿ edition, Paras Medical Publishers, Hyderabad, 2009
2. Srinivasan, A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi, 2000
3. Hospital Planning, WHO, Geneva, 1984.
4. Madhuri Sharma, “Essentials for hospital support services and physical infrastructure”, Jaypee publications, New Delhi.
5. S.L. GOEL, Healthcare Management and Administration, Deep & Deep publications pvt. Ltd., New Delhi
6. KeiranWalshe& Judith Smith, Healthcare Management, TMH, New Delhi, 2010
7. K Park, Preventive & Social Medicine, 15th Edition, BanarasidasBhanot Publishers, New Delhi, 1997

21MB62D10:MANAGEMENT OF HEALTHCARE OPERATIONS

Course Code	21MB62D10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Implement the best practices of the health care Services	6	3
2	Apply knowledge of financial management techniques in the corporate hospitals	6	3
3	Analyze, interpret and solve HR related issues in the hospitals	6	4
4	Perform lifelong learning and professional development to enrich the professionalism by learning production functions and store	6	4

Marketing of health care services, financial management in hospitals, human resource management in health care, labor laws applicable to hospitals, production and cost functions, ethics and healthcare marketing in twenty first century.

SYLLABUS

Marketing of Health care Services: Over view of services sector, healthcare services marketing; socio-economic factors, choices and preferences of the customers of health services and the factors influencing them in the selection of hospitals. Healthcare Products and Services, seven Ps of Health care services; service quality in selected hospitals with a quantitative approach. Customer Relations management, Marketing practices of the selected corporate hospitals Escorts, Apollo, Bhatia;. **Financial Management in Hospitals:** Over view of managing finance in Hospitals. Techniques of Financial analysis – Funds flow analysis, break-even analysis and ratio analysis. Investment Decision: Criteria for investment evaluation – Pay back period –Discounted cash flow techniques, NPV, P I and I R R Working Capital Management: Concept of working capital and operating cycle – Determinants of working, capital in Hospitals – Estimating working capital requirements financing of working capital – Management of inventories – Inventory control systems – Receivables Management, Cash Management in Hospitals. **Human Resources Management:** Role of HRM in hospitals – Human Resource Planning: process –Recruitment Selection: Recruitment policy – Sources, methods – Selection Process: Training of Employees in hospitals; Wage and Salary Administration; developing wage and salary structure – Working conditions – Safety – Welfare – Employees’ health services. **Labor Laws Applicable to Hospitals:** Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954 – Employment’s State Insurance Act, 1948 – Employees’ Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961-: Minimum Wages Act, 1948 – Payment of Wages Act ,1936 – Payment of Bonus Act, 1965. Consumer Protection Act 1986.**Production and Costs functions:** Introduction to Productivity and Work Measurement:, Hospital layout, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment, Ancillary services. Store management, Bio-medical waste management, Critical care services, Media management during crisis, Ethics in Health care Business, Medical Insurance, Healthcare Marketing in the Twenty-First Century

REFERENCE BOOKS:

- A V Srinivasan, Managing Modern Hospitals, 2008, Sage India
- P G Ramanujam, Marketing of Healthcare Services, Excell Books, New Delhi
- Don H. Hockenbury, Marketing of Healthcare Services, Excell Books, New Delhi
- Richard K. Thomas "Marketing Health Services, Health Administration Press
Beaufort B. Longest, Jr., Jonathon S. Rakich, and Kurt Darr. Managing Health Services Organizations and Systems, *Fourth Edition*, Health Profession Press.

SECTORAL SPECIALIZATION – INFORMATION TECHNOLOGY

21MB61100: IT ENABLED SERVICES

Course Code	21MB61100
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the basic concepts of IT enabled services in India	1,6	2
2	Understand the networking communication systems	2	2
3	Understand the other Emerging verticals in outsourcing	6	2
4	Understand Disaster Recovery Strategies and HR and Quality Issues in IT Enabled Services	6	2

Global outsourcing market on a growth path, IT enabled services, project work, software technologies, other emerging verticals in outsourcing, disaster recovery strategies, HR and quality issues in IT enabled services.

SYLLABUS

Global Outsourcing Market on a Growth Path; The Indian IT Enabled Services Market; The Indian Contract Services Market. Project Work; Networking, Data Communication & Computer Networks Infrastructure; Software Technologies & Frameworks The Medical Transcription Market; Back Office Operations, GIS, Animation, Engineering and Design Services, **Other Emerging verticals in outsourcing**, On-line Training. Disaster Recovery Strategies; Business Models Driving IT Enabled

Service; India's Challenge in the IT Enabled Services Space.HR and Quality Issues in IT Enabled Services; Challenges Facing the Indian IT Enabled Outsourcing Market

RECOMMENDED TEXTBOOK:

1. The Offshore Advantage, 2e Hillary Kobhayashi Mark, Springer (India) Pvt. Ltd

REFERENCE BOOKS:

1. The Services Shift: Seizingthe Ultimate Offshore Opportunity, Robert E Kennedy, Ajay Sharma, Pearson Education.

21MB62I10: MARKETING OF SOFTWARE SOLUTIONS

Course Code	21MB62I10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand Product and Services based Software Solutions .	1,6	2
2	Understand Key Concepts of IT solutions .	2	2
3	Understand Strategies for planning and management of software related issuses	6	2
4	Understand Management of investment, budget , quality and performance issues	6	2

Solutions marketing, IT solutions marketing, planning and research before innitiating a sales cycle, defining solution road map and strategy, custromer relationship management, management of software solutions, investment and budgeting for IT solutions.

SYLLABUS

Solutions Marketing - Software Solution, Product based Software Solutions, Services based Software Solutions. IT solutions marketing vis-à-vis marketing other products/services – the key differentiators, Key Concepts of IT solutions.Planning and Research before initiating a sales cycle, Understanding of buyer business, Diagnosis before selling, Developing Strategic alignment with buyers, Understanding the Customer and the Pain Points, Determining product requirements, Defining solution roadmap and strategy. Strategies for handling Request for Proposals, Account Planning and Management, Customer

Relationship Management vis-à-vis Partner Relationship Management – Key to successful long term relationship building. Management of Software Solutions - Investment and Budgeting for IT solutions, Resource Management, Project and Quality Management, Performance Management and Benchmarking, Implementation and Maintenance of IT solutions.

RECOMMENDED TEXTBOOK:

1. Royce, Software Project Management, Pearson Education
2. Huges Bob, Software Project Management, Tata McGraw Hill

REFERENCE BOOKS :

1. Kelkar, S.A., Software Project Management, PHI
2. Kishor Swapna, Software Requirements & Destinations, Tata McGraw Hill

**SECTORAL SPECIALIZATION – RURAL & AGRICULTURAL
MARKETING**

21MB61G00: OVERVIEW OF AGRICULTURE AND RURAL SECTORS IN INDIA

Course Code	21MB61G00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

CO#.	Course Outcome	PO	BTL
1	Understand and explain the concepts of agriculture and rural sectors	1	2
2	Evaluate the contribution of Agriculture and Rural sectors for the development of Indian economy	1	5
3	Apply the knowledge of developmental theories to discuss the degree of development	6	3
4	Identify the determinants of rural development in India	6	2

Introduction to rural sector in India, introduction to agricultural sector in India, rural economy of India, Measures and paradigms of rural development, determinants of rural development.

SYLLABUS

Introduction to Rural Sector in India: Concepts and Connotations of Rural Development; Basic

Elements of Rural Development; Growth versus Development; Why Rural Development; Rising Expectations and Development; Development and Change; Human beings as the Cause and Consequence of Development; Some Dilemmas in Development. **Introduction to Agricultural Sector in India:** Pre Independence Agrarian System; Agriculture in the Constitution of India; land Resources in India; Small sized holdings – reasons and disadvantages; Cropping patterns of Agricultural Crops; Low Productivity of Indian Agriculture – Causes for Low Productivity. **Rural Economy of India:** Size and Structure of the Rural Economy; The Characteristics of the Rural Sector; The Role of the Agricultural Subsector; The Role of the Non-Agricultural Subsector; Challenges and Opportunities. **Measures and Paradigms of Rural Development:** Measures of Level of Rural Development; Measures of Income Distribution; Measures of Development Simplified; Concepts and Measures of Rural Poverty; The Modernisation Theory; Rosenstein-Rodan's Theory of the Big Push; Leibenstein's Critical Minimum Effort Thesis; Gunnar Myrdal's Thesis of Spread and Backwash Effects; The Gandhian Model of Rural Development. **Determinants of Rural Development:** Changes in Output; Natural Resources; Human Resources Capital; Technology; Organizational and Institutional Framework; Relation between Rural Development and Its Determinants

RECOMMENDED TEXTBOOK:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Texts, 3rd edition 2008
2. Agriculture and Rural Development in India since 1947, Chnadra Sekhar Prasad, New Century Publication, 2009

REFERENCE BOOKS:

1. Rural Management (Edited Book) S B Verma, Deep & Deep Publications Pvt. Ltd. 2010
2. Rural Development - Indian Context, Manie Ahuja, Gully Baba Publishing House (P) Ltd., 1st Edition 2013
3. Gandhian Vision of Rural Development, Asha Patel, D K Print World Ltd. 1st Edition 2005

21MB62G10: MANAGEMENT OF AGRICULTURAL AND RURAL DEVELOPMENT IN INDIA

Course Code	21MB62G10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand and explain the important areas of management for the development of Agricultural sector in India	2	2
2	Understand and explain the important areas of management for the development of Rural sector in India	2	2
3	Apply the knowledge of managerial function like planning, organizing, controlling to discuss the management model for the development of agriculture and rural sector	3	3
4	Evaluate the role of Government in Agriculture and Rural development	3	5

Management of agricultural development in India, management of rural development in India, planning and organizing for rural development, financing rural development, implementation, monitoring and evaluation.

SYLLABUS

Management of Agricultural Development in India: Agricultural Inputs and Services; Agricultural Workers; Agricultural/Rural Credit; New Agricultural Strategy/Green Revolution; Agricultural Marketing and Trade; Agricultural Price Policy, Food Subsidy and Public Distribution System; Plantation, Horticulture, Animal Husbandry, Dairy Farming and Fisheries; Agriculture/Rural Insurance; Taxation of Agricultural Income; Indian Agriculture and Information Technology; Indian Agriculture and WTO; Government role in policy making and implementation; Mechanism for Agricultural Development. **Management of Rural Development in India:** Rural Employment; Rural Industries; Education and Training in Rural Areas; Rural Health; Rural Electrification; Rural Transport and Communications; Empowerment of Women, Scheduled Castes (SCs), Scheduled Tribes (STs), Disabled and Older Persons in Rural Areas; E-governance in Rural Areas; Government role in policy making and implementation; Mechanism for Rural Development. **Planning and organizing for Rural Development:** Levels and Functions of Planning; Decentralization of Planning; Methodology of Micro-level Planning; Methodology for Block and District-level Planning; Organising for Rural Development: Criteria for Designing an Appropriate Organisation; Government Organisations; Panchayati Raj Institutions; Cooperatives; Voluntary Agencies/Non-governmental Organisations; Corporations and Rural Development; **Financing Rural Development:** Domestic Institutional Sources; The Role of Non-institutional Agencies; Deficit Financing or Controlled Inflation; Foreign Sources of Funds. **Implementation, Monitoring and Evaluation:** Project Implementation; Project Control; Integration and Coordination; People's Participation in Implementation; Project Monitoring; Project Evaluation

RECOMMENDED TEXTBOOK:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Texts, 3rd edition 2008
2. Agriculture and Rural Development in India since 1947, Chnadra Sekhar Prasad, New Century Publication, 2009

REFERENCE BOOKS:

1. Rural Management (Edited Book) S B Verma, Deep & Deep Publications Pvt. Ltd. 2010

2. Rural Development - Indian Context, Manie Ahuja, Gully Baba Publishing House (P) Ltd., 1st Edition 2013
3. Gandhian Vision of Rural Development, Asha Patel, D K Print World Ltd. 1st Edition 2005

SECTORAL SPECIALIZATION - PHARMACEUTICAL MARKETING

21MB61P00: PHARMACEUTICAL MARKETING MANAGEMENT

Course Code	21MB61P00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Apply key marketing concepts, theories and techniques for analysing a variety of marketing situations in pharmaceutical Industry.	2	3
2	Implement marketing planning for STP, product related strategie for Pharmaceutical products	2	3
3	Impart the implications for marketing strategy determination and implementation of price, distribution and promotion.	6	3
	Impart the implications for marketing strategy determination and implementation of promotion strategies	6	3

Marketing, product decision, pricing, pharmaceutical marketing channels, promotion.

SYLLABUS

Marketing: Meaning, concepts, importance and emerging trends; Marketing environment; Industry and competitive analysis, Indian Pharmaceutical Industry; Analysing consumer buying behaviour; industrial buying behaviour, Pharmaceutical market segmentation & targeting. **Product Decision-** Meaning, Classification, product line and product mix decisions, product life cycle, product

portfolio analysis; product positioning; New product decisions; Product branding, packaging and labeling decisions, Product management in pharmaceutical industry. **Pricing- Meaning**, importance, objectives, determinants of price; pricing methods and strategies, issues in price management in pharmaceutical industry. An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority). **Pharmaceutical marketing channels**: Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management: Strategic importance, tasks in physical distribution management. **Promotion-** meaning and methods, determinants of promotional mix, promotional budget; an overview - personal selling, Strategic marketing planning; Marketing implementation and evaluation

RECOMMENDED TEXTBOOK:

- 1) SubbaRaoChanganti, Pharmaceutical Marketing in India (GIFT – Excel series) Excel Publications. Principles of Pharmaceutical Marketing – Mickey C. Smith

REFERENCE BOOKS :

- 1) Walker, Boyd and Larreche : Marketing Strategy- Planning and Implementation, Tata MC Graw Hill, New Delhi.
- 2) Dhruv Grewal and Michael Levy: Marketing, Tata MC Graw Hill
- 3) Arun Kumar and N Menakshi: Marketing Management, Vikas Publishing, India 4) RajanSaxena: Marketing Management; Tata MC Graw-Hill (India Edition)
- 5 Ramaswamy, U.S &Nanakamari, S: Marketing Management: Global Perspective, Indian Context, Macmilan India, New Delhi.

21MB62P10:ADVANCED PHARMACEUTICAL MARKETING MANAGEMENT

Course Code	21MB62P10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Apply advanced marketing practices to physicians in pharmaceutical industry.	2	3
2	Apply advanced marketing practices to Patients in pharmaceutical industry.	2	3
3	Identify the demand for pharmaceutical products based on marketing research	6	2
4	Understand Ethical considerations in the marketing of pharmaceutical Products.	6	2

Marketing of physicians, marketing to patients, the patient/physician dialogue, ethical considerations.

SYLLABUS

Marketing to physicians: Sales force, including call plan development - Journal ads - Medical education - Speaking and consulting fees
Marketing to patients: Historical development - Positioning and messaging - Legal and regulatory considerations and principals - Acquisition - Retention - Public relations
Marketing to physicians: Sales force, including call plan development - Journal ads - Medical education - Speaking and consulting fees.
Marketing to patients: Historical development - Positioning and messaging - Legal and regulatory considerations and principals - Acquisition - Retention - Public relations
The patient/physician dialogue: Why it's important - Tactics to drive to desired outcome • Market research - Quick review of traditional market research - The difficulties in market research in the pharmaceutical industry - Nontraditional market research. The changing media landscape and its effect on pharmaceutical marketing.
Ethical considerations in the marketing of pharmaceutical products, Time permitting: very brief overview of other topics, Competition from generics, other influencers! Payors, including HMOs, PBMs, government! Advocacy groups.

RECOMMENDED BOOK:

1. Subba Rao Changanti, *Pharmaceutical Marketing in India* (GIFT – Excel series) Excel Publications.
Principles of Pharmaceutical Marketing – Mickey C. Smith

REFERENCE BOOKS :

- 1) Walker, Boyd and Larreche : *Marketing Strategy- Planning and Implementation*, Tata MC Graw Hill, New Delhi.
- 2) Dhruv Grewal and Michael Levy: *Marketing*, Tata MC Graw Hill
- 3) Arun Kumar and N Menakshi: *Marketing Management*, Vikas Publishing, India 4) Rajan Saxena: *Marketing Management*; Tata MC Graw-Hill (India Edition)
- 5) Ramaswamy, U.S & Nanakamari, S: *Marketing Management: Global Perspective, Indian Context*, Macmillan India, New Delhi.