

School of Management Studies and Research

Course Code: **15MBAC703**

L-T-P: **2-1-0**

CIE Marks: **50**

Teaching Hrs: **30hrs**

Credits: **3**

SEE Marks: **50**

Course Title: **Accounting for Managers**

Contact Hrs: **04 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction of management accounting, distinction between management and financial accounting, accounting concepts and convention, GAAP and accounting standards, International Financial Reporting Standards (IFRS) and X-tensible Business Reporting Language (XBRL)

06 hrs

Module 2:

Final Accounts – Journal and ledger entries, Trading and profit and loss account, Introduction to Partnership account, Final accounts for companies
Depreciation Methods: Straight line method and Written-down value method.

10 hrs

Module3:

Financial statement analysis: analysis and interpretation of financial statements, ratio analysis, liquidity, leverage, activity and profitability ratios, DuPont analysis, advantages and limitation of ratio analysis as a management tool, Fund-flow and Cash-flow statement

10 hrs

Module 4:

Elements of Costs

Materials Costs: - Materials purchasing, receiving, storing and issuing

Labor costs and labor turnover

Overheads- Identifying the overheads with cost centre. Allocation, apportionment and absorption – accounting treatment of under and over absorption

Preparation of cost sheet – Marginal costing and Standard Costing

04 hrs

References:

1. R. Narayanaswamy, *Financial Accounting: A Managerial Perspective*, 3rd edn, Prentice Hall of India.
2. N. Ramachandran and Ram Kumar Kakani, *Financial Accounting for Management*, 1st edn, TMH Publications.
3. S. N. Maheshwari and S K Maheshwari, *A Text Book of Accounting for Management*, Vikas Publishing.
4. Ashish K Bhattacharya, *Financial Accounting for Business Managers*, 3rd edn, Prentice Hall of India.
5. Ambarish Gupta, *Financial Accounting for Managers: An Analytical Perspective*, 1st edn, Pearson.
6. Jawaharlal, *Accounting for Managers*, Himalaya Publishing House

School of Management Studies and Research

Course Code: **15MBAC704**

L-T-P: **2-0-0**

CIE Marks: **50**

Teaching Hrs: **30hrs**

Credits: **2**

SEE Marks: **50**

Course Title: **Business Research**

Contact Hrs: **02 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to Business Research – scope, definition, need for research, stages in research process, need for Literature Review, report writing, ethical issues, plagiarism, decision making

07 hrs

Module 2:

Types of Research – Exploratory, Descriptive, Casual, their categories, Measurement Scales – Nominal, Ordinal, Interval, Scale, Attitude rating scales, Sampling Techniques

06 hrs

Module3:

Introduction to Hypothesis Testing

Methods of Data collection – data classification as primary and secondary

Modes of data collection – Personal Interviews, Telephonic or Internet Interview, Observation, Focus group interviews, Expert opinions, Self administered questionnaire – Likert, Thurstone, Semantic Differential (theory only), Secondary data analysis, basic issues in Experimental design Type I & Type II Errors

09 hrs

Module 4:

Types of Methodology – Quantitative, Qualitative, Mixed Methodology, Research Gap and Research Question

08 hrs

References:

1. Cooper and Schlinder, *Business Research Methods*, TMH
2. William Zikmund, *Business Research Methods*, Cengage Publication
3. G. C. Ramamurthy, *Research Methodology*, Dreamtech Press
4. Uma Sekaran and Roger Bougie, *Research Methods for Business*, Wiley Publications
5. Uwe Flick, *An Introduction to Qualitative Research*, Sage Publications
6. Gerard Guthrie, *Basic Research Methods*, Sage Publications

School of Management Studies and Research

Course Code: **15MBAC706**

Course Title: **Effectual Entrepreneurship**

L-T-P: **1-1-0**

Credits: **2**

Contact Hrs: **03 hrs/week**

CIE Marks: **100**

SEE Marks: -

Total Marks: **100**

Teaching Hrs: **15 hrs**

Module 1:

Effectuation, Principles of Effectuation- 1) Bird-in-hand: when expert entrepreneurs set out to build a new venture, they start with their means: who I am, what I know, and whom I know. Then the entrepreneurs imagine the possibilities that originate from their means. 2) Affordable loss- Focus is on down side risk: Expert entrepreneurs limit the risk by understanding what they can afford to lose at each step, instead seeking large all or nothing opportunities. 3) Lemonade- Leverage contingencies: Instead of making what if scenarios to deal with worst case scenarios entrepreneurs interpret bad news and surprises as potential clues to create new markets. 4) Patchwork Quilt – form partnership: build the partnership with self selecting stakeholders; by obtaining pre-commitments from these key partners early in venture, this reduces the uncertainties and co-creates new market with likeminded people. 5) Pilot-in-the-plane- control vs. predict: by focusing on the activities with their control, expert entrepreneurs can predict the result or desired outcomes.

10 hrs

Module 2:

World making: Understand Transformation, Financing: Bootstrap the venture, Current trends in Entrepreneurship, Entrepreneurship as a technology for social change, Contingency management

5 hrs

References:

- Stuart Read, Saras Sarasvathy, Nick Dew, Effectual Entrepreneurship, Routledge

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Course Code: **15MBAC707**

L-T-P: **1-1-1**

CIE Marks: **50**

Teaching Hrs: **15hrs**

Credits: **03**

SEE Marks: **50**

Course Title: **Business Statistics**

Contact Hrs: **5 hrs/week**

Total Marks: **100**

Exam Duration: **1.5 hrs**

Module 1:

Introduction to business statistics: Importance of statistics in managerial decision-making, the nature of study, limitations and misuse of statistics, subdivisions within statistics.

Data types, Frequency Distribution, Tables and Graphical Representation, Measures of Central Tendency, Measures of Dispersion

09 hrs

Module 2:

Probability distribution: Normal distribution, Correlation and Regression Analysis, Test for means and Proportions, Test for equality of population means, confidence interval, introduction to Chi-square test.

06 hrs

References:

1. G. C. Beri, 2005, *Business Statistics*, 2nd edition, Tata McGraw-Hill.
2. R I Lewin and David S Rubin, *Statistics for Management*, 7th edition, Pearson.
3. Robert E. Stine, Dean Foster, *Statistics for Business: Decision Making and Analysis*, 1st edition, Pearson
4. Bruce Bowerman, Emly S. Murphree, Richard O'Connell *Business Statistics in Practice*, 5th edition, Tata McGraw-Hill.
5. J K Sharma, *Business Statistics*, 3rd edition, Vikas Publication.

School of Management Studies and Research

Course Code: **15MBAP701**

L-T-P: **0-0-1**

CIE Marks: **100**

Teaching Hrs: **30 hrs**

Credits: **1**

SEE Marks: --

Course Title: **Industry Experience Phase- I**

Contact Hrs: **02 hrs/week**

Total Marks: **100**

-
- Organization Profile (Ownership type, MSME, MD/Owner, Revenue and employee strength, Product or services and Business model)
 - Organization structure & code of conduct
 - Ethical Practices & Corporate Social Responsibility
 - Business Processes Study in Organization
 - Interdependency of different Business Processes

School of Management Studies and Research

Course Code: 15MBAP703

Course Title: **Fundamentals of Communication**

L-T-P: **0-0-1**

Credits: **1**

Contact Hrs: **02hrs/week**

CIE Marks: **100**

SEE Marks: --

Total Marks: **100**

Teaching Hrs: **30 hrs**

Topic 1: Vocabulary and Verbal Skill

- Analogies, Synonyms and Antonyms
- Pronunciation and Pronunciation for accent neutralization
- Listening dictations
- Reading Comprehension
- Sentence Completion
- Error Detection

Topic 2: Writing Skills

- Essay
- Short Notes
- Interpretation
- Correcting grammatical errors

Topic 3: Art of Communication

- Components of Communication
- Confident Body Language
- Empathetic Vocabulary
- Modulating Voice
- Active Listening

Topic 4: Presentation Skills

- Successful Presentations
- Overcoming Fear of Audience
- E-Presentations
- Working with PowerPoint

Topic 5: Discussions and Debates

- Convincing Speech
- Introduction to Rhetoric and Syllogistic Logic
- Importance of Pause, Pitch and Pace
- Handling different topics

References:

- Vilanilam J V, *More Effective Communication: A Manual for Professionals*, Sage Publications.
- Shirley Taylor, 2005, *Communication for Business: A Practical Approach*, 4th Edition, Pearson Longman.
- John M Penrose, Robert W. Rasberry, and Robert J. Myers, *Advanced Business Communication*, 3rd edition, Thomson South-Western.
- Urmila Rai and S.M. Rai, *Business Communication*, Himalaya Publishing House.
- Raymond V. Lesikar, *Basic Business Communication*: Irwin/McGraw-Hill, 1999
- Sam Phillips, *3000 Synonyms and Antonyms* 1st Edition, Goodwill Publishing House

School of Management Studies and Research

Course Code: **15MBAC709**

L-T-P: **3-0-0**

CIE Marks: **50**

Teaching Hrs: **40hrs**

Credits: **3**

SEE Marks: **50**

Course Title: **Decision Modeling**

Contact Hrs: **03hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to Operations Management (OR)

Linear Programming: Introduction, formulation, assumptions, solution: feasible, optimal, multiple

Solutions to Linear Programming problems: Graphical method, simplex method, Big-M method

Dual Theory: Existence of dual of a LP problem

14 hrs

Module 2:

Transportations problems: Introduction, assumptions, variants

Assignment problem: Introduction, representation, Hungarian method

Introduction to Qualitative analysis and bonded rationality

11 hrs

Module 3:

Queuing Theory: Characteristics of the queuing system, M/M/1 queuing system

04 hrs

Module 4:

Introduction to network scheduling, Project scheduling with CPM, Network construction, Computation of activity times, critical path

05 hrs

Module 5:

Game theory: Formulation of games, two-person zero-sum game with and without saddle point, dominance property, Current trends and applications of Decision Modeling

06 hrs

References:

1. Vohra N. D., 2004, *Quantitative Techniques in Management*, Tata-McGraw Hill.
2. Frederick S. Hillier and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw-Hill Science.
3. Prem Kumar Gupta and Hira D. S., 2007, *Operations Research*, S Chand & Co.
4. Ravindran A., Don T. Phillips, and James J. Solberg, 1987, *Operations Research: Principles and Practice*, 2nd edition, Wiley International.

School of Management Studies and Research

Course Code: **15MBAC710**

L-T-P: **2-1-0**

CIE Marks: **50**

Teaching Hrs: **30 hrs**

Credits: 3

SEE Marks: **50**

Course Title: **Marketing Management**

Contact Hrs: **04 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to Marketing, Core Concepts, Marketing Mix, Marketing Planning and Strategies, Scanning the Marketing Environment, Creating Customer Value and Customer Relationships

09 hrs

Module 2:

Analyzing Consumer Markets, Analyzing Business Markets, Identifying Market Segments and Targets, Competitive Dynamics

07 hrs

Module 3

Brand Positioning, Brand Equity, Setting Product Strategy, Managing Services, Pricing Strategies and Programs, Integrated Marketing Channels, Retailing, Wholesaling, and Logistics

07 hrs

Module 4

Integrated Marketing Communications, Managing Mass Communications, Managing Personal Communications, Introducing New Market Offerings, Tapping into Global Markets, Contemporary issues in marketing

07 hrs

References:

1. Philip Kotler, Kevin Keller, Abraham Koshy and Mithleshwar Jha, *Marketing Management – A South Asian Perspective*, Pearson Publication 14th Edition
2. Arunkumar and N Meenakshi, *Marketing Management* Vikas Publication, 2nd Edition

School of Management Studies and Research

Course Code: **15MBAC712**

L-T-P: **2-1-0**

CIE Marks: **50**

Teaching Hrs: **30 hrs**

Credits: **3**

SEE Marks: **50**

Course Title: **Financial Management**

Contact Hrs: **04hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction, Planning and Financial System

Introduction – Nature and scope of Financial Management, meaning of business finance, Profit Vs Wealth maximization, Agency problem, financial planning, budgets and budgetary control: production-sales-cash and master budgets. Introduction of Indian Financial System

07 hrs

Module 2:

Time Value and Capital Budgeting

Time value of money, capital budgeting, different phases of capital budgeting, criteria for selection of projects, NPV, IRR, BCR,ARR, simple and discounted payback period criteria. (Problems using excel)
Capital rationing and replacement projects.

08 hrs

Module 3:

Working Capital Management

Working capital management, different sources of working capital, deciding requirement of working capital Working capital financing: Short term financing of working capital, long term financing of working capital.

Cash and Receivables

Cash management – Nature and motives, marketable securities, Basic strategies. Receivables Management – Objectives, Credit policies, Credit terms, Collection policies. (Only basics)

Long Term and short term Sources of Capital

Introduction to long term **and short term** sources of capital, leverages: operating, financial, and combined leverages, capital structure decisions, planning the capital structure, cost of capital, specific and composite cost. Hybrid Financing

11 hrs

Module 4:

Personal Financial Planning

Basic financial planning, tax issues, managing savings and other liquid accounts, buying a house, the use of credit, managing investments and saving for retirement, insurance (health, vehicle etc)

04 hrs

References:

1. Prasanna Chandra, *Fundamentals of Financial Management*, 7th edn, Tata McGraw Hill.
2. I M Pandey, *Essentials of Financial Management*, 9th edn, Vikas.
3. M. Y. Khan and P. K. Jain, *Financial Management*, 5th edn, Tata McGraw Hill.
4. Stephen A. Ross, Randolph W. Westerfield, Bradford D. Jordan, *Fundamentals of Corporate Finance*, 6th edn, Tata McGraw Hill.

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5. Aswath Damodaran, *Corporate Finance – Theory and Finance*, 2nd edition, Wiley India.
6. Richard A. Brearley, and Stewart C. Myers, *Principles of Corporate Finance*, 7th edn, Prentice Hall of India.

School of Management Studies and Research

Course Code: **15MBAC713**

Course Title: **Human Resource Management**

L-T-P: **3-0-0**

Credits: **3**

Contact Hrs: **03hrs/week**

CIE Marks: **50**

SEE Marks: **50**

Total Marks: **100**

Teaching hrs: **40 hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction, characteristics, scope, objectives, functions and role of HRM, HRM versus personnel management, difference between HRM and HRD (HRD), qualities of Human Resource (HR) manager, HR manager as a strategic partner.

08 hrs

Module 2:

Job design, job analysis, job description, job specification, job enrichment, job enlargement, job rotation, introduction to compensation benefits and management - purpose, meaning, factors, challenges and process

06 hrs

Module 3:

Acquisition of human resources, objectives of man power planning, man power planning, recruitment, sources of recruitment, selection, interview, tests, selection techniques, procedure for placement, induction.

10 hrs

Module 4:

Performance management and appraisal - meaning, purpose, factors affecting appraisal, merits & demerits of performance appraisal, performance counseling, employee engagement, competency mapping. Introduction to compensation management

06 hrs

Module 5:

Training and development, meaning and distinction between training and education, responsibilities, need and objectives of training, training methods & evaluation, managing careers, welfare facilities, industrial relations, work life balance, Introduction IHRM (International Human Resource Management), HR Ethical issues, Contemporary issues in HRM

10 hrs

References:

1. Gary Dessler, Human Resource Management, 10th edition, Prentice Hall
2. Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, Human Resource Management, Biztantra.
3. Ashwatappa K, Human Resource and Personnel Management, 4th edition, Tata McGraw Hill.
4. Subba Rao P, Personnel and Human Resource Management, Himalaya Publishing House
5. Rao V S P, Human Resource Management, Excel Books

School of Management Studies and Research

Course Code: **15MBAC714**

Course Title: **Operations Management**

L-T-P: **3-1-0**

Credits: **04**

Contact Hrs: **05 hrs/week**

CIE Marks: **50**

SEE Marks: **50**

Total Marks: **100**

Teaching Hrs: **40hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction to OM, nature and scope of operations/production management, trends and challenges in OM, road map for competitive operations, OM across the organisations, operations as a key functional area in an organisation

Facility Planning–Location: globalisation of operations, factors affecting location decisions, location planning methods

TQM: defining quality, Quality management tools with emphasis on control charts for variables and attributes.

07 hrs

Module 2:

Capacity planning: definition and measures of capacity, time horizon and framework in capacity planning, alternatives for capacity augmentation, decision tree for capacity planning.

Facility Planning–layout: implications of layout planning, types of layout, performance measures for layout design, design of process and product layout.

Material Handling: principles, various material handling systems

09 hrs

Module 3:

Aggregate planning: Planning hierarchies in operations, aggregate production planning, necessity of aggregate plan, frame work for aggregate production planning, alternatives for managing demand and supply. Resources planning: dependent demand attributes, framework, Materials Requirement Planning (MRP).

08 hrs

Module 4:

Scheduling of operations: need and basis for scheduling, loading of machines, scheduling of flow and job shops, issues in mass production systems, Sequencing

06 hrs

Module 5:

Role of materials management- materials and profitability, purchase functions, procurement procedures including bid systems, vendor selection and development, vendor rating, ethics in purchasing, roles and responsibilities of purchase professionals, concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained. Inventory Management: concepts of inventory, types, classification, selective inventory management, ABC VED, and FSN analysis. Inventory costs, Inventory models – Economic order quantity (EOQ), safety stocks, re-order point, quantity discounts. Stores- types, functions, roles responsibilities, Inventory records

10 hrs

References:

1. Mahadevan B, *Operations Management: Theory and Practice*, Pearson Education.
2. Ritzman LP and Krajewski LJ, *Foundations of Operations Management*, Prentice Hall.

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3. Gaither N and Fraizier G, *Operations Management*, Thomson South-Western.
4. Monks JG, *Operations Management: Theory and Problems*, 3rd edition, McGraw Hill.
5. Klassen RD and Larry J. Menor LJ, *Cases in operations Management*, Sage.

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Course Code: **15MBAP704**

L-T-P: **0-0-1**

CIE Marks: **100**

Teaching Hrs: **30hrs**

Credits: **1**

SEE Marks: **NA**

Course Title: **Managerial Aptitude**

Contact Hrs: **02hrs/week**

Total Marks: **100**

Exam Duration: **N/A**

Module 1:

Arithmetical Reasoning - Number Systems and Speed Math, Factors and Multiples, Combinations, Probability, Percentages, Interest, Alligations and Averages, Man-Hour Calculations

Analytical Thinking- Data Analysis, Data Interpretation, Data Sufficiency, Puzzle Tests

17 hrs

Module 2:

Verbal Logic- Verbal Analogy, Verbal Classification, Letter and Number Series, Decoding the Codes

Non – Verbal Logic - Non – Verbal Analogy, Non – Verbal Classification, Pattern Completion, Pattern Comparison

13 hrs

References:

1. A Modern Approach to Verbal and Non – Verbal Reasoning – R. S. Aggarwal, Sultan Chand and Sons, New Delhi
2. Verbal and Non – Verbal Reasoning – Chopra, MacMillan India
3. Quantitative Aptitude – R. S. Aggarwal, Sultan Chand and Sons, New Delhi
4. Lateral Thinking – Dr. Edward De Bono, Penguin Books, New Delhi

School of Management Studies and Research

Course Code: **15MBAP705**

Course Title: **Industry Experience phase- II**

L-T-P: **0-0-1**

Credits: **1**

Contact Hrs: **02hrs/week**

CIE Marks: **100**

SEE Marks: --

Total Marks: **100**

Teaching Hrs: **30 hrs**

Industry experience:

- Literature Review,
- Problem Statement (Observation, Discussions, Extension of Previous Report)
- Objectives
- Scope
- Research Methodology

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Course Code: **15MBAP706**

Course Title: **Corporate Communication**

L-T-P: **0-0-1**

Credits: **1**

Contact Hrs: **02hrs/week**

CIE Marks: **100**

SEE Marks: --

Total Marks: **100**

Teaching Hrs: **50 hrs**

1. Public speaking
2. Report writing
3. Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions,
4. Business letters: Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters.
5. Business letters: Sales letters, Job application letters, Covering Letter.
6. Business letters: Interview Letters, Letter of Reference,
7. Memos, minutes, Circulars & notices.
8. Organize meetings, group discussions, videoconferencing, interviews, virtual meetings
9. Crisis communication
10. Apply business etiquettes-netiquettes, telephonic, email etiquettes & table etiquettes.
11. Prepare Business presentations.

References:

1. Vilanilam J V, More Effective Communication: A Manual for Professionals, Sage Publications.
2. Shirley Taylor, 2005, Communication for Business: A Practical Approach, 4th Edition, Pearson Longman.
3. John M Penrose, Robert W. Rasberry, and Robert J. Myers, Advanced Business Communication, 3rd edition, Thomson South-Western.
4. Urmila Rai and S.M. Rai, Business Communication, Himalaya Publishing House.
5. Raymond V. Lesikar, Basic Business Communication: Irwin/McGraw-Hill, 1999
6. Sam Phillips, 3000 Synonyms and Antonyms 1st Edition, Goodwill Publishing House
7. John Jackman and Wendy Wren, Nelson English Evaluation Pack – Book 5, Thomas Nelson

School of Management Studies and Research

Course Code: **15MBAC805**

L-T-P-S: **1-1-0**

ISA Marks: **50**

Teaching Hrs: **14hrs**

Credits: **2**

ESA Marks: **50**

Course Title: **Social Entrepreneurship**

Contact Hrs: **03hrs/week**

Total Marks: **50**

Exam Duration: **1.5 hrs**

Module 1:

Social Entrepreneurship – Definition of Social Entrepreneurship, Characteristics of Social Entrepreneurs, Lifecycle of Social Entrepreneurship, Boundaries of Social Entrepreneurship, Social Entrepreneurship in developing countries, social entrepreneurship vs charity

5 hrs

Module 2:

Social impact analysis, Corporate Social Entrepreneurship, Technology and Social Innovations leading to Social Entrepreneurship, Learning from Social Enterprises

5 hrs

Module 3:

Social Enterprise and Social Marketing, Social Enterprise funding – Social finance, Cloud funding, Current trends in Social Entrepreneurship in India and World

4 hrs

References:

- Robert Philips, Margret Boniefel, Ritesh Sharma, 2011, *Social Entrepreneurship-The next big business opportunity* Global Vision Publishing House
- Alex Nicholls, 2008, *Social Entrepreneurship: New Models of Sustainable Social Change*, Oxford University Press
- David Bornstein, 2007, *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, Oxford University Press

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Course Code: **15MBAC806**

L-T-P: **2-0-0**

ISA Marks: **100**

Teaching Hrs: **28 hrs**

Credits: **2**

ESA Marks:

Course Title: **Technology: an enabler**

Contact Hrs: **03 hrs/week**

Total Marks: **100**

Exam Duration: 3 hrs

Module 1

Data and information, Concepts of management information systems, Information systems in organization, information as resource of competitive advantage, Decision making with MIS, Contemporary approaches to MIS, Data Warehouse, ICT for Development and E-commerce, ethical and social issues related to systems

10 hrs

Module 2

Technology management, knowledge based economy, Internet on things (IoT), Smart city, GPS & RFID

10 hrs

Module 3

E-governance : Central and State government services

08 hrs

References:

- Rahul De, *Managing Information Systems in Business, Government and Society*, Wiley India Publication; 1st Edition
- Gordon B. Davis and Margrethe H. Olson, *Management Information Systems (Conceptual foundations, Structure and Development)* McGraw Hill Education India Private Limited; 2 edition
- James O'Brien and George Marakas, *McGraw Hill Education India Private Limited*; 10 edition

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Course Code: **15MBAI801**

L-T-P: **0-0-3**

Credits: **3**

ITA Marks: **100**

ETA Marks: --

Teaching Hrs: **80hrs**

Course Title: **Summer Internship**

Contact Hrs: **06Sessions/week**

Total Marks: **100**

Tasks:

- Data collection
- Analysis and Interpretation
- Findings, recommendations and conclusion
- Report writing
- Experience worth noting

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Course Code: **15MBAW802**

Course Title: **Entrepreneurship Project -Phase I**

L-T-P: **0-0-2** Credits: **2**

Contact Hrs: **04 Sessions/week**

ITA Marks: **100** ETA Marks: --

Total Marks: **100**

Teaching Hrs: **84hrs**

This track will be offered to few selected and interested students.

Tasks:

- Self Awareness and assessment relating to entrepreneurship
- Literature survey and review
- Review effectuation process
- Ideation and finalizing one idea

School of Management Studies and Research

Course Code: **15MBAE812**

Course Title: **Advanced Financial Management**

L-T-P: **3-0-0**

Credits: **3**

Contact Hrs: **03 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **40hrs**

Exam Duration: **3 hrs**

Module 1:

Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (problems on estimation of working capital). Working capital leverages.

09 hrs

Module 2:

Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-orr model. Strategies for managing surplus fund. (No problems)

Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation : Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision.

12 hrs

Module 3:

Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.

Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing. Banks and Hire Purchase. Reverse mortgage.(Problems related to outright purchase, Hire purchase and Leasing)

10 hrs

Module 4:

Capital structure decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy .

Dividend policy – Theories of dividend policy : relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.

09 hrs

Recommended Books:

- Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
- Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.
- Advanced Financial Management – Sudhindra Bhat – Excel Books.

Reference books:

- Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cenage Learning, 2004.

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- Ross, Westerfield & Jaffe, Corporate Finance– TMH – 8/e, 2010
- Financial Management & Policy - Vanhorne, 12/e, Pearson
- Financial management :principles and applications- Keown, Martin, Petty. Scott, PHI.
- Principle of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012.
- Corporate Finance:Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.

School of Management Studies and Research

Course Code: **15MBAE822**

Course Title: **Industrial Legal Environment**

L-T-P: **3-0-0**

Credits: **3**

Contact Hrs: **03 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **40hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction to labour legislation, Indian constitution and Labour Legislations, International Labour Organization and its influence on Labour Legislations in India

6 hrs

Module 2:

Laws on working conditions:

The Factories Act, 1948, Shops and Establishment Law, Contract Labour (Regulation and Abolition Act, 1986).

10 hrs

Module 3:

Industrial relations laws :

Trade Union Act, 1926, Industrial Disputes Act, Industrial Employment (Standing Orders) Act, 1946.

10 hrs

Module 4:

Wages and labour laws :

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal Remuneration Act, 1976, Payment of Bonus Act

05 hrs

Module 5:

Laws for labour welfare and social security:

Employees Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employee's Provident Fund and Miscellaneous Provision Act, 1952, Payment of Gratuity Act

Recent amendments in labour laws

09 hrs

References:

- Agarwal, S. L, *Labour Relations Law in India*, McMillan.
- B.D. Singh, *Labour Laws for Managers*, Excel Books.
- Pathak, A, *Legal Aspects of Business*, Tata McGraw Hill.
- Srivastava. S. C, *Labour Law in Factories, Mines, Plantations etc*, Printice Hall.
- Mishra S.N, *Labour and Industrial Laws*, Central Law Publications, Allahabad.
- Bare Acts

School of Management Studies and Research

Course Code: **15MBAE805**

Course Title: **Integrated Marketing Communications
and Brand Management**

L-T-P-S: **2-1-0-0**

Credits: **03**

Contact Hrs: **04 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **28 hrs**

Exam Duration: **3 hrs**

Module 1:

Integrated marketing communication: The evolution of IMC, reasons for growing importance of IMC, the promotional mix- advertising, direct marketing, internet marketing, sales promotion, publicity, public relations, personal selling, promotion management, IMC planning process

05 hrs

Module 2:

Organizing for advertising and promotion: The role of ad agencies, agency compensation, evaluating agencies, developing the integrated marketing communication program, Importance of creative advertising.

Media planning & strategy: An overview on media planning, developing media plan, market analysis and target market identification, establishing media objective, developing and implementation media strategies, evaluation and follow up.

Internet and IMC: Measuring the effectiveness of Internet advertising, advantages and disadvantages of Internet marketing, direct marketing on Internet budgeting for marketing communication

12 hrs

Module 3:

Types of branding: Product branding, line branding, range branding, umbrella branding source and double branding, celebrity endorsement branding, choosing branding strategy, brand valuation.

06 hrs

Module 4:

Contemporary topics

05 hrs

References:

- Belch, M.A., and Belch, G.E., *Advertising and Promotion*, Tata Mc-Graw Hill Publication
- Keller Kevin, *Strategic Brand Management*, Pearson Publication, Third Edition
- Shah, K. and D'souza, A., *Advertising & Promotion*, Tata Mc-Graw Hill Publication
- Verma, H.V., *Brand Management*, Excel Books, Second Edition.

School of Management Studies and Research

Course Code: **15MBAE821**

Course Title: **Learning and Development**

L-T-P-S: **2-0-1**

Credits: **3**

Contact Hrs: **04 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **28 hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction to learning and development

Introduction to learning, training and development, theories of learning and theories of adult learning, needs analysis of training, design and development, training methodology: pre-placement, management development, on-the-job training, off-the-job management training and development techniques.

07 hrs

Module 2:

Performance evaluation and Appraisal

Performance Appraisal: meaning, types, various methods, process, potential appraisal and pitfalls, Succession planning

06 hrs

Module 3:

Evaluating Training Programs

Meaning, Donald Kirkpatrick's evaluation model, data collection for training evaluation, designs of training evaluation, introduction training evaluation and process, ROI: Measuring: a search for best practices, model, collecting post-program data and converting data to monetary benefits

09 hrs

Module 4:

Trends of learning and development

E-learning and use of technology for training, creativity and its role in management, time management and stress management, social learning & knowledge collaboration

06 hrs

Module 5:

Life Skill

Nature & environment, Academic excellence & human values, Discipline, Relationship
Precious life & career

References:

- Noe A Raymond, Employee Training & Development, McGraw Hill Publication.
- Rolf Lynton & Udai Pareek, Training for organizational transformation, Sage Publications, New Delhi.
- Krishnaveni R, Human Resource Development, Excel books.
- Jackie Clifford & Sara Thorpe, Workplace Learning & Development: Delivering Competitive Advantage for your organisation, Kogan Page Limited (2007)
- The New Social Learning, 1st Edition, **Author:** Tony Bingham, 2012, Cengage Learning India Pvt. Ltd, New Delhi
- Skills for Life: The Fundamentals You Need to Succeed, **Author:** Jonathan Peck, Mike Jarvis, 2003, Skills For Life LLC Publishing
- Performance Appraisal – Theory and Practice – Rao T.V.

School of Management Studies and Research

Course Code: **15MBAE801**

Course Title: **Sales and Distribution Management**

L-T-P-S: **2-1-0-0**

Credits: **03**

Contact Hrs: **04hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **28 hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction to Sales Management:

Introduction, Evolution of sales management, nature importance of sales management, role and skills of modern sales people, sales management positions/sales as a career, responsibilities (social, ethical, legal) of sales person.

05 hrs

Module 2:

Planning sales team:

Nature of organization, types, characteristics of the organization, sales budget, designing of sales territories, sales objectives, quotas and targets, role of ICT in sales organization.

05 hrs

Module 3:

Sales force Management: Sales force recruitment and placement, sales force training and development, personal selling process, motivating sales people, leadership in sales force management, analysis and evaluation of sales-force management, Distribution and Channel Management: Introduction, channel design and implementation, channel flow and efficiency analysis, channel structure, sales discounting practices.

13 hrs

Module 4:

Contemporary topics: Global Sales force management, Role of technology in Sales force and Distribution Channel Management, ethical and social issues in sales management.

5 hrs

References:

- Spiro, Stanton, Rich, *Management of Sales force*, 11th Edition Tata McGRAW Hill
- Krishna K Havaladar, M Cavale, *Sales and Distribution Management: Text and Cases*, McGRAW Hill
- Tapan K Panda, Sunil Sahadev, *Sales and Distribution Management*, 2nd Edition, Oxford Higher Education.

School of Management Studies and Research

Course Code: **15MBAE811**

Course Title: **Security Analysis and Portfolio Management**

L-T-P: **3-0-0**

Credits: **3**

Contact Hrs: **03 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **40hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction to Investments: Concepts of investment-characteristics and objectives of investment, investment Vs speculation, forms of investment, alternative investments, marketable and non marketable financial assets

Analysis of risk & return, concept of total risk, elements of risk - systematic and unsystematic risk, business risk, interest rate risk, market risk, management risk, purchasing power risk. Measuring Risk and Return

08 hrs

Module 2:

Fundamental analysis, equity valuation, balance sheet techniques, discounted cash flow technique, dividend discount model, zero growth model, constant growth, two stage growth, earning multiplier approach

Bond characteristics, bond price, bond yield, Price, yield relationship, risk in bonds, rating, yield theories, segmentation theory.

10 hrs

Module 3:

Technical analysis: introduction, the concept of Dow theory, trend and trend reversals, chart patterns, Eliot wave theory, mathematical indicators, CAMELS model approach

05 hrs

Module 4:

Efficient market hypothesis and portfolio management: behavior of market, efficient market hypothesis, portfolio Analysis, return and risk of portfolio, portfolios with more than two securities

Portfolio Selection, feasible set of portfolios, optimal portfolio, Ideal vs Desired Portfolio

Markowitz model, single index model, multi index model, CAPM, Arbitrage Pricing Theory

11 hrs

Module 5:

Portfolio Performance, Evaluation and Revision: portfolio revision, meaning and constraints, revision strategies portfolio evaluation, need and meaning, differential return, Treynor ratio pros and cons, residential and other forms.

06 hrs

References:

- Chndra Prasanna, *Investment Analysis and Portfolio Management*, 3rd Edition, TMH
- Alexander, Sharpe, Bailley, *Fundamentals of Investment*, Pearson
- Punithavati Pandyan, *Security Analysis and Portfolio Management*, Vikas Publishers
- Kevin S, *Portfolio Management*, 2nd edition, Prentice Hall of India

School of Management Studies and Research

Course Code: **15MBAE832**

Course Title: **Service Operation Management**

L-T-P: **3-0-0**

Credits: **3**

Contact Hrs: **03 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **40hrs**

Exam Duration: **3 hrs**

Module 1:

Role of Services in an Economy, Nature of Services, Service Strategy,

08 hrs

Module 2:

Technology in services, Service Quality, Service Encounter, Support Facility, Service Facility Location, Service Documentation

08 hrs

Module 3:

Forecasting Demand for services, Managing Capacity w.r.t demand, managing waiting lines, capacity planning, service supply relationships

08 hrs

Module 4:

Customer relationship management: Customer requirement assessment, customer satisfaction parameters and indices, customer feedback collection and analysis, customer service evaluation, Service Training, Service Costing, Grievance Management

08 hrs

Module 5:

IT enabled customer service: Call-centre operations and management, web-enabled services, (Enterprise Resource Planning) ERP enabled field and technical support services, telemarketing and servicing

08 hrs

References:

- Fitzsimons, AJ and Fitzsimmons MJ, *Service Management Operations, Strategy and Information Technology*, Tata McGraw Hill, 2006.
- Haksever C, Render, Russell RS, Murdick RG, *Service Management and Operations*, Pearson.
- Schemenner R, *Service Operations Management*, Prentice Hall
- Hill, AV, *Field Service Management: An Integrated Approach to Increasing Customer Satisfaction*, Business One Irwin/ APICS

School of Management Studies and Research

Course Code: **15MBAC804**

Course Title: **Small Business Management**

L-T-P: **1-1-0**

Credits: **2**

Contact Hrs: **03 hrs/week**

ISA Marks: **50**

ESA Marks: - 50

Total Marks: **100**

Teaching Hrs: **14 hrs**

Exam Duration: **1.5 hrs**

Module 1:

Foundation for Small Business in the Indian Context: A Brief History of Small Business, Definition of Small Business, Small Business in the Indian Economy, Success and Failure in Small Businesses, Evolution, Ethics, SBM and E-Commerce, E-Commerce operations and Technology, Family owned small business: An Overview and Family Business Issues

08 hrs

Module 2:

Human resource management (HRM) in SBMs, Process of decision making in SBM, HRM challenges in SBM. Marketing: Marketing for small businesses, market challenges - local and global markets, Opportunities for exporting small businesses products. Finance: Financial performance of small businesses, SBM challenges of accessing funds, government funding agencies

06 hrs

References:

Research paper based curriculum:

M. Aggarwal, Aneet, *Small and Medium Enterprises In Transitional Economies: Challenges And Opportunities*

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Course Code: **15MBAW801**

L-T-P: **0-0-3**

ITA Marks: **50** ETA Marks: **50**

Teaching Hrs: **45 hrs**

Course Title: **Project work**

Credits: **3** Contact Hrs: **06Sessions/week**

Total Marks: **100**

Viva-voce: **3 hrs**

Detailed industry profile based on secondary source

Tasks

- Data collection
- Analysis
- Interpretation using tools leading to Challenges, Megatrends and Impact in the global context
- Scope and Opportunities in local prospective.

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Course Code: **15MBAW803**

L-T-P: **0-0-5**

ITA Marks: **100**

Teaching Hrs: **70 hrs**

Course Title: **Entrepreneurship Project -Phase II**

Credits: **5**Contact Hrs: **10**Sessions/week

ETA Marks: --

Total Marks: **100**

Tasks:

- Report of feasibility study in the framework of effectuation
- Preliminary survey
- Developing alternative business models
- Selection of resources
- finalization of business model
- Prepare for commercial launch
- Report on Business plan and reflections on experience

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Course Code: **15MBAE802**

L-T-P-S: **2-1-0-0**

ISA Marks: **50**

Teaching Hrs: **28 hrs**

Credits: **03**

ESA Marks: **50**

Course Title: **Retail Management**

Contact Hrs: **04hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction: Meaning of retailing, social and economic significance, opportunities in retailing, retail management decision process, retailing in India- present and future, un-organized retail sector in India present and future challenges.

Types of Retailers: Retail Characteristics, Food Retailers, General Merchandise Retailers, Non- store Retailers, Service Retailing, Types of Ownership and Multichannel Retailing.

05 hrs

Module 2:

Customer buying behavior: Buying process, types of buying decisions, social factors influencing buying process, market segmentation

Retail market strategy: Definition, target market and retail format, building sustainable competitive advantage, growth strategies, strategic retail planning process, financial strategy in retailing management and retail locations.

07 hrs

Module 3:

Information & supply chain management: Creating strategic advantage, information flow, logistics, distribution center, collaboration between retailers & vendors

Customer relationship management (CRM): CRM process, identifying target customers, developing CRM programs, technology in retail and merchandise management.

11 hrs

Module 4:

Contemporary topics: Green retailing, social and ethical issues in retail management, global practices in retail management.

05 hrs

References:

- Michael Levy, Barton Weitz, Ajay Pandit, *Retail Management*, Tata Mc GRAW Hill
- Swapna Pradhan, *Retail Management*, Tata McGRAW Hill

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Course Code: **15MBAE804**

L-T-P-S: **2-1-0-0**

ISA Marks: **50**

Teaching Hrs: **28 hrs**

Credits: **03**

ESA Marks: **50**

Course Title: **Services Marketing**

Contact Hrs: **04hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module1:

Introduction: Meaning of services, service and technology, characteristics of services, services marketing mix

Gaps model of service quality: Customer gap, provider gap

Consumer behavior in services: Consumer choice, consumer experience, and post experience evaluation, understanding differences among consumer

Customer expectations of services: Meaning and types of service expectations, factors that influence customer expectations, issues involving customer service, customer perceptions of services: Customer perceptions, customer satisfaction, service quality, service encounters

07 hrs

Module2:

Building customer relationship: Relationship marketing, relationship value of customers, customer profitability segments, relationship development strategies, and relationship challenges

Service recovery: Impact of service failure and recovery, how customers respond to service failures, customers recovery expectations, service recovery strategies, service guarantees

05 hrs

Module 3:

Service development and design: Challenges of service design, new service development, types of new services, stages in new services, service blue printing.

Use of Customer defined service standards, physical evidence, service inventory, pricing services and managing demand and supply

11 hrs

Module 4:

Contemporary topics

05 hrs

References:

- V. A. Zeitaml, D. D. Gremler, M. J. Bitner and Ajay Pandit, *Services Marketing*, TMH
- Christopher Lovelock, *Principles of Services Marketing*, Pearson Education

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Course Code: 15MBAE814	Course Title: International Financial Management
L-T-P-S: 3-0-0	Credits: 3
ISA Marks: 50	ESA Marks: 50
Teaching Hrs: 40hrs	Contact Hrs: 03 hrs/week
	Total Marks: 100
	Exam Duration: 3 hrs

Module 1:

Introduction

International financial environment, the emerging challenges , recent changes in global financial market, risk management and wealth maximization, the nature and measurement of exposure and risk, Exposure and risk Classification of exposure and risk , exchange rate, interest rate, Inflation rate and exposure. IBRD (International Bank for Reconstruction and Development), The International Monetary System Introduction, exchange rate regimes, IMF, EMU Balance of Payments. Introduction, accounting principles, importance, valuation and timing, debits and credit entries and corrections methods

08 hrs

Module 2:

Global financial markets and interest rates

Introduction, domestic and offshore markets, Euro markets, the foreign exchange market, PPP.

Forwards, swaps and interest parity – Introduction, swaps and deposit markets, Interbank forward dealing, option forwards, Forward Spread Agreements (FSA), Exchange Rate Agreements (ERA), Forward Exchange Agreements (FEA), forward currency market in India

Currency and Interest rate future -Future contract and trading process, spot and future prices, , Interest futures, Hedging and speculation with interest rate and currency futures,

Currency options – Exchange rate determination, swift mechanism

12 hrs

Module 3:

Exposure management :Introduction, types of exposure, tools and techniques of foreign exchange risk management, management of transactions exposure, management of operating exposure, economic exposure.

09 hrs

Module 4:

Short term and Long term borrowing and investment

Short term borrowing and investment, long term borrowing in global capital market, international equity investment, the international CAPM, risk and return, accounting for foreign currency transaction and operations.

06 hrs

Module 5:

International Capital Budgeting:

Review of Domestic Capital Budgeting, The Adjusted Present Value Model, Capital Budgeting from the Parent Firm's Perspective, Risk Adjustment in the Capital Budgeting Process, Sensitivity Analysis.

05 hrs

References:

- Jeff Madhura, *International Financial Management*, South-Western
- Madhu Vij, *International Financial Management*, 2nd Edn, Excel Books
- David K Eiteman, Arthur I Stonehill and Michel H Moffett, *Multinational Business Finance*, 10th edn, Pearson Education
- Prakash G Apte, *International Financial Management*, 5th edn, TMH



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- Sharan, *International Financial Management*, Prentice Hall
- Shapiro, *International Financial Management*, Prentice Hall

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Course Code: **15MBAE816**

L-T-P: **3-0-0**

ISA Marks: **50**

Teaching Hrs: **40hrs**

Credits: **3**

ESA Marks: **50**

Course Title: **Risk Management**

Contact Hrs: **03 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to derivatives and risk

Introduction to Derivatives, types of derivatives, forward, futures, options, futures, pricing of future contract, forward contract

Introduction to risk, types, need for risk management system, risk management process, risk Identification and evaluation, risk control

10 hrs

Module 2:

Futures and forwards, valuation of futures and forwards, buying and selling futures, margins, hedging using futures, commodity futures index futures, interest rate futures and arbitrage.

10 hrs

Module 3:

Risk management using swaps: mechanics of interest rate swaps, volatility of interest rate swaps, currency swaps, valuation of currency swaps

10 hrs

Module 4:

Risk management using options, option pricing, option valuation, basic, binomial and black & scholes model, hedging and trading strategies, arbitrage profits in options, Value at Risk

10 hrs

References:

- John C Hull, *Options, Futures and other Derivatives*, 6th edn, Pearson Education
- Gupta, *Derivatives*, PHI
- Dubofsky & Miller, *Derivatives- valuation and Risk management*, Oxford University press
- Vohra and Bagri, *Options and Futures*, 2nd edn, TMH

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Course Code: **15MBAE823**

L-T-P-S: **3-0-0**

ISA Marks: **50**

Teaching Hrs: **40hrs**

Credits: **3**

ESA Marks: **50**

Course Title: **HR Operations**

Contact Hrs: **03 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to HR Operations, HR Policies, importance, types of HR Policies, On boarding: importance, objectives, process, HRIS (human resource information system) – concept, objectives, how Managers Use the HRIS?

08 hrs

Module 2:

Compensation Management (CM):

Introduction to Compensation Management: Overview of HRM, role of compensation in organizations, introduction to compensation management, Factors influencing employee remuneration, Process of Compensation Management, Architecture of Compensation

06 hrs

Module 3:

Indian Industrial Relations (IR) – An overview, need and objectives. Importance of harmonious IR, Conditions for congenial IR, IR in the post Independence period, Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, Industrial Discipline and Misconduct, Domestic Enquiry, Code of Discipline in Industry, Retention, Attrition, Exit interviews

10 hrs

Module 4:

Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, collective bargaining process, prerequisites for collective bargaining.

Industrial Conflicts: Nature of conflicts causes and types of Industrial conflicts, prevention of Industrial conflicts, and settlement of Industrial conflicts. Workers Participation in Management: Introduction, Concept, Determinants of WPM, WPM in India, WPM Scheme of 1975.

10 hrs

Module 5:

Contemporary topics

06 hrs

References:

- Monappa Arun *Industrial Relations*, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002.
- Mamoria & Mamoria, *Dynamics of Industrial Relations*, Himalaya Publishing house
- Mumbai, 2004.
- Singh B.D, *Industrial relations emerging paradigms*, Excel Books.
- Singh B.D, *Labour Laws for managers*, Excel Books.
- Mishra S.N. *Labour and Industrial Laws*, Central Law Publications, Allahabad
- Michael J. Kavanagh (Editor), Mohan Thite , *Human Resource Information Systems: Basics, Applications, and Future Directions*, SAGE Publications.

School of Management Studies and Research

Course Code: **15MBAE824**

L-T-P-S: **3-0-0**

ISA Marks: **50**

Teaching Hrs: **40hrs**

Course Title: **Emerging Trends in HR Practices**

Credits: **3**

ESA Marks: **50**

Contact Hrs: **03 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Changing Environment and Strategic HRM

Introduction, changing environment, business complexities, process and structure related strategic responses. Strategic Perspective: importance, business strategy and HRD, business policy and HRD, life cycle of organizations and HRD, strategic HRD system, equal employment opportunity, selecting talents for high performance and employment standards **09 hrs**

Module 2:

HR Analytics

What is HR Analytics, why now and how is it used? How to get started, needed skills, and common pitfalls to avoid **06 hrs**

Module 3:

Re-Engineering HR

Functions and Processes, implementing re-engineering changes, employee empowerment, managing diversity in workplace **07 hrs**

Module 4:

HRD Accounting and Audit :

HRA Introduction, need and objectives, methods and valuation models, benefits of HRA. HRD Audit: Meaning, methodology, issues, audit instruments, HRD Scorecard, Report. **08 hrs**

Module 5:

International HRM

HR in International Context: Issues that change the context, differences between HRM Domestic and International perspectives, linking HR to international expansion, international recruitment at different levels, issues in staff selection and retention, Performance Management–Criteria's used, factors associated, evaluation systems. Training and Development, Expatriate Training, Developing International teams, managing virtual teams, Compensation Management, Objectives and Approaches, Repatriation Process, Labor Relations – Key Issues **10 hrs**

References:

- HRD Audit, Author: T. V. Rao, Pub: "Response Books" Leading HR
- Re-engineering of HR, Author: Lyle Spencer (Jr) Pub: John Wiley and Sons
- International HRM – Managing People in International Context, Author: Dowling, Welch Pub: Thompson Learning, South Western Publications
- Empowering Employees, Author: Kenneth L. Murrell and Mimi Meredith, 2000, Paperback
- Managing Diversity in the Workplace, Author: Iryna Shakhrai 2013, Grin Verla
- Strategic Human Resource Management, 2Nd Ed, Author: Susan E. Jackson Randall S. Schuler, 2012, Wiley India Pvt. Ltd.
- The Benefits and Challenges of Leveraging Social Media Recruitment Practices, Author: Patrick Hayes, 2013, Grin Verlag
- Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.

School of Management Studies and Research

Course Code: **15MBAE834**

Course Title: **Heuristics and Optimization
Techniques**

L-T-P: **3-0-0**

Credits: **3**

Contact Hrs: **03 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **40hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction to decision making Anatomy of a decision, bounded rationality, judgmental heuristics, biases emanating from heuristics

06 hrs

Module 2:

Nominal Group Techniques: Interpretive Structural Modeling (ISM)- Conceptual view of ISM, why does ISM work so well?, **complex problems & solution forming processes**, ISM as a transform function, ISM applications & examples, Strategic planning with ISM, Scenario planning with ISM, **creating an interpretive structural model**

10 hrs

Module 3:

Analytical hierarchy process structure of a decision problem, Saaty's scale, seven pillars, structuring a hierarchy, problems

08 hrs

Module 4:

Data Envelopment Analysis (DEA): Data envelopment analysis and different efficiency concepts, operationalising the concepts, Scale efficiency, Input and output orientation, Input congestion, Adjusting for operating environments, advantages and limitations of DEA, specifying outputs, inputs and coverage, DEA formula and a single example, introducing scale effects, case study

10 hrs

Module 5:

Theory of Constraints: Introduction, example, application and Benefits

06 hrs

References:

- Sorach, *Structured decision making with interpretive structural modeling*,
- LM Seiford, K Tone, WW Cooper, Kluwer, *Data Envelopment Analysis: A Comprehensive Text with Models, Applications, References and DEA Solver*.
- TL Saaty, LG Vargas, Springer, *Models, Methods, Concepts & Applications of the Analytic Hierarchy Process*
- MH Bazerman, *Managerial decision making* Wiley text books.
- E. Goldratt, *What is this thing called-Theory of constraints*, North River publication, I Edition

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Course Code: **15MBAE833**

L-T-P-S: **3-0-0**

ISA Marks: **50**

Teaching Hrs: **40hrs**

Credits: **3**

ESA Marks: **50**

Course Title: **Project Management**

Contact Hrs: **03 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1

Introduction, Organizational Context, Project Selection and Portfolio Management, Project Life Cycle Management, Process Groups

08 hrs

Module 2

Leadership and Project Manager's role, Scope Management, Stake holder's management, Project Team Building and Negotiation

08 hrs

Module 3

Risk Management, Cost Estimation and Budgeting, Project Scheduling: Networks, Duration Estimation and Critical Path

10 hrs

Module 4

Project Scheduling: Lagging, Crashing and Activity Networks, Critical Chain Project Scheduling, Resource Management, Team work, conflict & resolution

10 hrs

Module 5

Project Evaluation and Control, Project Closeout and Termination

04 hrs

References:

- Jeffrey K.Pinto, *Project Management* Pearson Publication 2009
- Gido I Clements, *Project Management* Cengage Learning
- The Managerial Process, *Project Management-* by Clifford Gray and Erik Larson TMH, 3rd Edition

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Course Code: **16MBAP704**

Course Title: **Managerial Communication and Aptitude**

L-T-P: **0-0-2**

Credits: **2**

Contact Hrs: **04 Sessions /week**

ISA Marks: **100**

ESA Marks: **--**

Total Marks: **100**

Teaching Hrs: **56hrs**

Part 1: Managerial Communication

Topic 1: Discussions and Debates

- Understanding discussion
- Parameters measured in Group Discussions
- Video Analysis of Group Discussions

10 hrs

Topic 2: Writing Skills

- Business letters
- Covering letter
- Resume writing
- Email etiquette

10 hrs

Topic 3: Interview Skills

- What companies expect
- Showing Commitment and Learning Ability
- Handling difficult questions
- Understanding interviewer psychology
- Situation Reaction and Presence of Mind
- Dressing right
- Interview etiquette

10hrs

Part 2: Managerial Aptitude

Arithmetical Reasoning:

- Number Systems and Speed Math
- Factors and Multiples
- Combinations
- Probability
- Percentages
- Interest
- Alligations and Averages
- Man-Hour Calculations

14 hrs

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Analytical Thinking

- Data Analysis
- Data Interpretation
- Data Sufficiency
- Puzzles

06 hrs

Verbal Logic

- Verbal Analogy
- Verbal Classification
- Letter and Number Series
- Decoding the Codes

04 hrs

Non – Verbal Logic

- Non – Verbal Analogy
- Non – Verbal Classification
- Pattern Completion
- Pattern Comparison

02 hrs

References:

- Vilanilam J V, *More Effective Communication: A Manual for Professionals*, Sage Publications.
- Shirley Taylor, 2005, *Communication for Business: A Practical Approach*, 4th Edition, Pearson Longman.
- John M Penrose, Robert W. Rasberry, and Robert J. Myers, *Advanced Business Communication*, 3rd edition, Thomson South-Western.
- Raymond V. Lesikar, *Basic Business Communication*: Irwin/McGraw-Hill, 1999
- Sam Phillips, *3000 Synonyms and Antonyms 1st Edition*, Goodwill Publishing House
- John Jackman and Wendy Wren, Nelson English Evaluation Pack – Book 5, Thomas Nelson

School of Management Studies and Research

Course Code: **16MBAC712**

Course Title: **Human Resource Management**

L-T-P: **2-0-0**

Credits: **2**

Contact Hrs: **02hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching hrs: **28 hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction, characteristics, scope, objectives, functions and role of Human Resource Management (HRM), HRM versus personnel management, difference between HRM and HRD (Human Resource Development), qualities of Human Resource (HR) manager, HR manager as a strategic partner.

08 hrs

Module 2:

Job design, analysis, description, specification, enrichment, enlargement and rotation, Introduction to compensation and benefits management - purpose, meaning, factors, challenges

06 hrs

Module 3:

Acquisition of human resources: Man power planning, objectives, Recruitment, sources of recruitment, selection techniques, Placement, Induction.

08 hrs

Module 4:

Employee engagement, competency mapping, Managing careers, welfare facilities, industrial relations, work life balance, Introduction to IHRM (International Human Resource Management), HR Ethical issues, contemporary HRM

06 hrs

References:

- Gary Dessler, Human Resource Management, 10th edition, Prentice Hall
- Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, Human Resource Management, Biztantra.
- Ashwatappa K, Human Resource and Personnel Management, 4th edition, Tata McGraw Hill.
- Rao V S P, Human Resource Management, Excel Books

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Course Code: **16MBAC804**

L-T-P: **1-0-0**

ISA Marks: **100**

Teaching Hrs: **14 hrs**

Credits: **1**

ESA Marks:

Course Title: **Technology: an enabler**

Contact Hrs: **01 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1

Introduction

Data and information, Concepts of management information systems, Information systems in organization, information as resource of competitive advantage, Decision making with MIS, Contemporary approaches to MIS, Data Warehouse, ethical and social issues related to systems.

08 hrs

Module 2

Technology Management

Technology management, Internet on things (IoT), Smart city, GPS & RFID.

06 hrs

References:

- Rahul De, *Managing Information Systems in Business, Government and Society*, Wiley India Publication; 1st Edition
- Gordon B. Davis and Margrethe H. Olson, *Management Information Systems (Conceptual foundations, Structure and Development)* McGraw Hill Education India Private Limited; 2 edition
- James O'Brien and George Marakas, *McGraw Hill Education India Private Limited*; 10 edition

School of Management Studies and Research

Course Code: **16MBAE801**

L-T-P: **2-1-0**

ISA Marks: **50**

Teaching Hrs: **28 hrs**

Credits: **03**

ESA Marks: **50**

Course Title: **Sales Management**

Contact Hrs: **04hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to Sales Management:

Introduction, Evolution of sales management, nature importance of sales management, role and skills of modern sales people, sales management positions/sales as a career, responsibilities (social, ethical, legal) of sales person

06 hrs

Module 2:

Planning sales team:

Nature of organization, types, characteristics of the organization, sales budget, designing of sales territories, sales objectives, quotas and targets, role of ICT in sales organization

07 hrs

Module 3:

Sales-force Management: recruitment and placement, training and development, personal selling, motivation, leadership, analysis and evaluation

10 hrs

Module 4:

Contemporary topics: Global Sales-force management, Role of technology in Sales-force and Distribution channel management, ethical, social and technological issues in sales-force management.

5 hrs

References:

- Spiro, Stanton, Rich, *Management of Sales force*, 11th Edition Tata McGRAW Hill
- Krishna K Havaladar, M Cavale, *Sales and Distribution Management: Text and Cases*, McGRAW Hill
- Tapan K Panda, Sunil Sahadev, *Sales and Distribution Management*, 2nd Edition, Oxford Higher Education.

School of Management Studies and Research

Course Code: **16MBAE821**

L-T-P: **3-0-0**

ISA Marks: **50**

Teaching Hrs: **40 hrs**

Credits: **3**

ESA Marks: **50**

Course Title: **Learning and Development**

Contact Hrs: **03 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to learning, training and development, Meaning and significance of learning, theories of learning, learning process, Training meaning, significance, purpose and process, Training Department and Trainers' Roles

08 hrs

Module 2:

Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Training design and development

08 hrs

Module 3:

Training methods: on the- job and off –the- job training

Management Development Program (MDP): Need, factors affecting MDP, methods, process

10 hrs

Module 4:

Evaluating Training Programs: Meaning, significance, Donald Kirkpatrick's evaluation model, data collection for training evaluation, designs of training evaluation, process, Return on Investment in training, a search for best practices in evaluation

08 hrs

Module 5:

Trends of learning and development, E-learning and use of technology for training, creativity and its role in Learning and Development, knowledge management, Career in Training

06 hrs

References:

- Noe A Raymond, *Employee Training & Development*, McGraw Hill Publication.
- Rolf Lynton & Udai Pareek, *Training for organizational transformation*, Sage Publications, New Delhi.
- Jackie Clifford & Sara Thorpe, *Workplace Learning & Development: Delivering Competitive Advantage for your organisation*, Kogan Page Limited (2007)
- Tony Bingham, *The New Social Learning*, 1st Edition, , 2012, Cengage Learning India Pvt. Ltd, New Delhi
- Rao T.V, *Performance Appraisal – Theory and Pract ice*
- Jack J. Phillips, Butterworth-Heinemann *Return on Investment in Training and Performance Improvement Programs*, 2nd Edition

School of Management Studies and Research

Course Code: **16MBAE823**

L-T-P: **2-1-0**

ISA Marks: **50**

Teaching Hrs: **28hrs**

Credits: **3**

ESA Marks: **50**

Course Title: **HR Operations**

Contact Hrs: **04 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to HR Operations, HR Policies, importance, types of HR Policies, On boarding: importance, objectives, process, HRIS (human resource information system) – concept, objectives, how Managers Use the HRIS?, Implications on local organizations, Digitalization of HR

07 hrs

Module 2:

Compensation Management (CM):

Introduction to Compensation Management: Overview of HRM, role of compensation in organizations, introduction to compensation management, Factors influencing employee remuneration, Process of Compensation Management, Architecture of Compensation, Performance appraisal

07 hrs

Module 3:

Indian Industrial Relations (IR) – An overview, need and objectives. Importance of harmonious IR, Conditions for congenial IR, IR in the post Independence period, Industrial relations in the region

Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, Industrial Discipline and Misconduct, Domestic Enquiry, Code of Discipline in Industry, Retention, Attrition, Exit interviews

08 hrs

Module 4:

Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, collective bargaining process, prerequisites for collective bargaining.

Contemporary topics

06 hrs

References:

- Monappa Arun *Industrial Relations*, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002.
- Mishra S.N. *Labour and Industrial Laws*, Central Law Publications, Allahabad
- Michael J. Kavanagh (Editor), Mohan Thite, *Human Resource Information Systems: Basics, Applications, and Future Directions*, SAGE Publications
- Piyali Ghosh, Shefali Nandan, *Industrial Relations and Labour Laws*, Mc Graw Hill Education(India) Private Ltd

School of Management Studies and Research

Course Code: **16MBAE806**

L-T-P: **2-1-0**

ISA Marks: **50**

Teaching Hrs: **28 hrs**

Credits: **03**

ESA Marks: **50**

Course Title: **Digital Marketing**

Contact Hrs: **04hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to digital marketing: Need and relevance for digital marketing, evolution of digital marketing, challenges/issues concerning digital marketing and future of digital marketing.

06 hrs

Module 2:

Ethical components in digital marketing

Social media campaigns: analyzing successful green campaigns,

Social media and customer engagement: the social feedback cycle, open access to information and the connected customers.

The social web and engagement: the engagement process

Introduction to social media as a business tool: use of face book, YouTube, twitter and LinkedIn as modern tools for business operations and communications.

12 hrs

Module 3:

The new role of the customer: social interactions on social media.

Customer Relationships: Social CRM.

Overview of social business: building a social business ecosystem, social profiles, social applications, using brand outposts and communities

05 hrs

Module 4:

Contemporary topics

05 hrs

References:

- Dave Evans, *Social Media Marketing: The Next Generation of Business Engagement* Wiley Publication Inc
- Sameer Deshpande and Nancy R Lee, *Social Marketing in India*, Sage Publications
- Diane Martin and John Schouten, *Sustainable Marketing*, Prentice Hall Publications
- Robert Dahlstorm, *Green Marketing: Theory, Practice, and Strategies* (English) 1st Edition South Western Publications

School of Management Studies and Research

Course Code: **16MBAE834**

L-T-P: **3-0-0**

ISA Marks: **50**

Teaching Hrs: **40hrs**

Credits: **3**

ESA Marks: **50**

Course Title: **Inventory Management**

Contact Hrs: **03 hrs/week**

Total Marks: **100**

Exam Duration: **3 hrs**

Module 1

Dependent and independent demand, Demand Forecasting, Need for inventory, types of inventory, effect of inventory on profitability. **08hrs**

Module 2

Basic inventory Model, Inventory model with continuous replenishment, inventory model with discounts, Inventory model with uncertain demand, Inventory model with variable demand and fixed lead time, Inventory model with fixed demand and variable lead time, inventory model with variable demand and lead time **12 hrs**

Module 3

Selective inventory control, dependent inventory management(MRP), Collaborative Planning, Forecasting and Replenishment, JIT systems **06 hrs**

Module 4

Inventory as substitute for capacity, Multilocation inventory models –one origin several destinations, several origin several destinations system **10 hrs**

Module 5

Role of inventory in food security, impact of real time data communication on inventory management **04 hrs**

References

- Buffa and Sarin ,*Operations Management*
- Max Muller ,*Essentials of Inventory Management*
- NarasimhanSitaramn and Mcleavey Dennis, *Production Planning and Inventory Control*

School of Management Studies and Research

Course Code: **16MBAE835**

Course Title: **Logistics and Warehouse Management**

L-T-P: **3-0-0**

Credits: **3**

Contact Hrs: **03 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **40hrs**

Exam Duration: **3 hrs**

Module 1

Introduction

Inventory Flow, Information Flow, Planning and Coordination flows , Operational flows, Difference between Logistics and Supply Chain Management Linkage of Logistics to other functions, Objectives of Logistics Management, 5Ps and & 7 Rs of Logistics. Modes of transportation and documentation

10 hrs

Module 2

Location Selection and Network Design

Transportation – Location Trade-offs, , Location Models, Locating Service Organisations

Transportation Modeling, Routing, Transshipment, Multi location and multi item ware house modeling.

12 hrs

Module 3

Warehouse Management

Warehouse Operations, Material Handling and Packaging, Parts and Service Support, Bar coding, RFID, Electronic Data Interchange (EDI),Automated material handling,Warehouse Management Systems (WMS)

08 hrs

Module 4

Strategic Logistic Practices

International Logistics, Third party and Fourth party logistics,ERP and Ecommerce & Logistics

06 hrs

Module 5

Reverse Logistics and its impact on Environment

Definition, evolution and trends. Economic and environmental impact

04 hrs

References

- G. Raghuram and Rangaraj,*Logistics and Supply Chain Management: Cases and Concepts* Laxmi Publications (2015)
- Christopher, M; Richard Irwin *Logistics and Supply Chain Management*
- Chopra and Mendal, *Supply Chain Management*

School of Management Studies and Research

Course Code: **17MBAC704**

Course Title: **Business Research and Statistics**

L-T-P: **3-1-0**

Credits: **4**

Contact Hrs: **05 hrs/week**

ISA Marks: **50**

ESA Marks: **50**

Total Marks: **100**

Teaching Hrs: **40 hrs**

Exam Duration: **3 hrs**

Module 1:

Introduction to business research:

Meaning and objectives of research, Types of research, Stages in research process, Characteristics of Good Research. Philosophy of Research Methodology: Ontology, Logic of Procedure, epistemology, Research Gap.

07 hrs

Module 2:

Concepts in Research:

Variables, Qualitative and Quantitative Research

Research design: Meaning, Importance, Steps in research design, Types- Descriptive, Exploratory and causal

Sampling :meaning of sample and sampling, methods of sampling-

i) Non- Probability Sampling Convenient, Judgment, Quota, Snow ball,

ii) Probability – Simple Random, Stratified, Cluster, Multi Stage.

06 hrs

Module3:

Types of Data& Data Collection:

Primary and secondary

Methods of Data collection– Personal Interviews, Telephonic or Internet Interview, Observation, Focus group interviews, Expert opinions, self administered questionnaire.

Schemes of analysis Secondary data analysis, Qualitative data analysis

Introduction to business statistics: Importance of statistics in managerial decision-making, the nature of study, limitations and misuse of statistical data, subdivisions within statistics.

Data: types, Frequency Distribution, Representation, Measures of Central Tendency, Measures of dispersion

14 hrs

Module 4:

Types of measurement and Scales:

Nominal, Ordinal, Interval, Scale,

Types of Measurement Scales, Attitude rating, Likert, Thurstone, Semantic Differential

04 hrs

Module 5:

Hypothesis and Probability distribution:

Meaning, Nature, Significance, Types of Hypothesis,

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Normal distribution, Correlation and Regression Analysis, Test for means and Proportions, Test for equality of population means, confidence interval, introduction to Chi-square test.

Report writing, ethical issues, and plagiarism

09 hrs

References:

- Cooper and Schlinder, *Business Research Methods*, TMH
- William Zikmund, *Business Research Methods*, Cengage Publication
- G. C. Ramamurthy, *Research Methodology*, Dreamtech Press
- Uma Sekaran and Roger Bougie, *Research Methods for Business*, Wiley Publications
- Uwe Flick, *An Introduction to Qualitative Research*, Sage Publications
- Gerard Guthrie, *Basic Research Methods*, Sage Publications

- G. C. Beri, 2005, *Business Statistics*, 2nd edition, Tata McGraw-Hill.
- R I Lewin and David S Rubin, *Statistics for Management*, 7th edition, Pearson.
- Robert E. Stine, Dean Foster, *Statistics for Business: Decision Making and Analysis*, 1st edition, Pearson
- Bruce Bowerman, Emly S. Murphree, Richard O'Connell *Business Statistics in Practice*, 5th edition, Tata McGraw-Hill.
- J K Sharma, *Business Statistics*, 2rd edition, Pearson

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Course Code: **17MBAP803**

L-T-P: **0-0-2**

Credits: **2**

ITA Marks: **100**

ETA Marks: --

Teaching Hrs: **56hrs**

Course Title: **MS Excel for Managers**

Contact Hrs: **04Sessions/week**

Total Marks: **100**

MS Excel

- MS Excel Basics
- Editing Worksheet
- Formatting Cells
- Formatting Worksheets
- Working with Formula
- Advanced Operations
- MS Excel Resources

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Course Code: **17MBAW802**
L-T-P: **0-0-2** Credits: **2**
ITA Marks: **100** ETA Marks: --
Teaching Hrs: **56hrs**

Course Title: **Project work Phase - I**
Contact Hrs: **04Sessions/week**
Total Marks: **100**

Student has to execute the below mentioned tasks about the industry related to his/her SIIT firm

Task s:

- Review of literature (Strategic Management models and tools)
- Value chain study
- Internal value chain and identification of drivers
- Report writing

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Course Code: **17MBAW803**

Course Title: **Entrepreneurship Project -Phase III**

L-T-P: **0-0-3** Credits: **3**

Contact Hrs: **06Sessions/week**

ITA Marks: **100** ETA Marks: **--**

Total Marks: **100**

Teaching Hrs: **56hrs**

Tasks

- Finalization of business model
- Prepare for commercial launch
- Report on Business plan and reflections on experience

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Course Code: **17MBAW804**

L-T-P: **0-0-2**

Credits: **2**

ITA Marks: **50**

ETA Marks: **50**

Teaching Hrs: **56hrs**

Course Title: **Project work Phase - II**

Contact Hrs: **04Sessions/week**

Total Marks: **100**

Viva-voce: **3 hrs**

Project work Phase – I is prerequisite

Student has to execute the below mentioned tasks

Tasks

- Industry value chain and identification of drivers
- Compare and contrast Company value chain with industry value chain
- Industry Trends and futuristic outlook
- Report writing

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Course Code: **18MBAE805**

L-T-P: **2-1-0**

ITA Marks: **50**

Teaching Hrs: **28 hrs**

Course Title: **Integrated Marketing Communications**

Credits: **03** Contact Hrs: **04 Sessions/week**

ETA Marks: **50** Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Integrated marketing communication: Integrated marketing communication: The evolution of IMC, reasons for growing importance of IMC, the promotional mix- advertising, direct marketing, internet marketing, sales promotion, publicity, public relations, personal selling, promotion management, IMC planning process

06hrs

Module 2:

Organizing for advertising and promotion: The role of advertising agencies, agency compensation, evaluating agencies, developing the integrated marketing communication program, Importance of creative advertising

Media planning & strategy: An overview on media planning, developing media plan, market analysis and target market identification, establishing media objective, developing and implementation media strategies, evaluation and follow up.

Internet and IMC: Measuring the effectiveness of Internet advertising, advantages of Internet marketing, direct marketing on Internet budgeting for marketing communication.

12hrs

Module 3:

Consumer Decision Making Process: Steps of effective communication, communication objectives, consumer decision making process, how advertising works- AIDA and hierarchy effects model, convincing senior executives on the marketing communication budget.

05hrs

Module 4:

Contemporary topics: Shift to Mobile and Beyond, Social Media Impact on Communication and Brand Journalism

05hrs

References:

- Belch, M.A., and Belch, G.E., *Advertising and Promotion*, Tata Mc-Graw Hill Publication
- Keller Kevin, *Strategic Brand Management*, Pearson Publication, Third Edition
- Shah, K. and D'souza, A., *Advertising & Promotion*, Tata Mc-Graw Hill Publication

School of Management Studies and Research

Course Code: **18MBAE807**

L-T-P: **2-1-0** Credits: **03**

ITA Marks: **50** ETA Marks: **50**

Teaching Hrs: **28 hrs** Exam Duration: **3 hrs**

Course Title: **Industrial Marketing**

Contact Hrs: **04 Sessions/week**

Total Marks: **100**

Module1:

Basic concept of Industrial Marketing: Industrial Marketing, consumer and industrial products, consumer and industrial marketing, differences of consumer and industrial marketing.

Industrial markets: Industrial customers, specificities of industrial markets, the environment of Industrial Marketing. The specificities and the risks in international markets. The trends in globalization of industrial markets

5 hrs

Module 2:

Organization's purchasing behaviour, system of purchasing decisions: System of taking decisions in the Industrial Marketing. The poles in the system of taking purchasing decisions in Industrial Marketing. Factors that affect the purchasing decision in Industrial Marketing.

Process of taking purchasing decisions for industrial products. Types of purchasing activities in Industrial Marketing. Marketing Strategies for the purchasing activities and the stages of the process of taking purchasing decisions. Information sources that are used from members of the Taking purchasing decisions' system

10 hrs

Module 3:

Pricing and Promotion in Industrial Marketing: The importance of pricing in Industrial Marketing. In-house and external factors determine the price. Procedures, processes and pricing policies. The mixture promotion in industrial marketing. Sales promotion, advertising, direct marketing, public relations and personal selling.

Distribution of industrial products: The importance of industrial products. Administration and revitalization of existing industrial products. The Marketing distribution functions, main forms of intermediate, forms of industrial channels. Design, selection and management of distribution channels.

08 hrs

Module 4:

Contemporary topics

Systematic approach to the management and control of supplier/customer relationships, interactive strategic marketing planning: A new approach. Smart Business to business strategy.

05 hrs

References:

1. Tomaras P. (2009). Industrial Marketing. Published by the author. Athens, (ISBN: 978-960-90674-3-0). (in Greek)
2. Ralph S Alexander, Richard M Hill, Industrial Marketing-Edition-3

School of Management Studies and Research

Course Code: **18MBAE808**

L-T-P: **2-1-0**

ITA Marks: **50**

Teaching Hrs: **28hrs**

Course Title: **Product and Brand Management**

Credits: **03** Contact Hrs: **04hrs/week**

ETA Marks: **50** Total Marks: **100**

Exam Duration: **3 hrs**

Module 1:

Introduction to Product Management, Role and Functions of Product Managers, Product Mix and SBU Strategies, Portfolio analysis (BCG / GE Multifactor Matrix), Marketing Planning

7 hrs

Module 2:

Product Decisions over the PLC, New Product Development Process, Pricing and Promotion strategies, channel management

7 hrs

Module 3:

Introduction to Brand Management- Branded House Vs House of Brands, Corporate Brand, Brand prism by Kapferer Model, Brand Anatomy, Branding Decisions- Line Extensions, Category Extension, Brand Equity – Concept and measure

10hrs

Module 4:

Contemporary Practices

04hrs

References:

- Donald R Lehmann, Product management 4th Edition, Mcgrow Higher Ed
- Marc Annacchino, New Product Development, 2003 Ed, Elsevier Butterworh-Heinemann
- Saaksvuori Antti, Product Lifecycle management, Springer- Verlag
- Kevin Lane Keller, M G Parameswaran, Isaac Jacob, Strategic Brand Management, 2008, Person publication
- David Aaker, Brand Management, TMH publication
- YLR Murthy, Brand management Indian prospective, Vikas Publications

School of Management Studies and Research

Course Code: **19MBAE811** Course Title: **Security Analysis and Portfolio Management**
L-T-P: **2-1-0** Credits: **3** Contact Hrs: **04 Sessions/week**
ITA Marks: **50** ETA Marks: **50** Total Marks: **100**
Teaching Hrs: **28hrs** Exam Duration: **3 hrs**

Module 1:

Introduction to Investments

Introduction to Investments: Concepts of investment-characteristics and objectives of investment, investment Vs speculation, forms of investment, alternative investments, marketable and non marketable financial assets, Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs). Analysis of risk & return, concept of total risk, elements of risk – systematic and unsystematic risk, business risk, interest rate risk, market risk, management risk, purchasing power risk. Measuring Risk and Return.

08 hrs

Module 2:

Introduction of fundamental and technical analysis

Fundamental analysis, equity valuation, balance sheet techniques, discounted cash flow technique, dividend discount model, zero growth model, constant growth, two stage growth, earning multiplier approach Bond characteristics, bond price, bond yield, Price, yield relationship, risk in bonds, rating, yield theories, segmentation theory.

Technical analysis: introduction, the concept of Dow Theory, trend and trend reversals, chart patterns, Eliot wave theory, mathematical indicators

05hrs

Module 3:

Efficient market hypothesis and portfolio Management

Behavior of market, efficient market hypothesis, portfolio Analysis, return and risk of portfolio, portfolios with more than two securities Portfolio Selection, feasible set of portfolios, optimal portfolio, Markowitz model, single index model, multi index model, CAPM, Arbitrage Pricing Theory.

09hrs

Module 4:

Portfolio Performance, Evaluation and Revision

Portfolio revision, meaning and constraints, revision strategies portfolio evaluation, need and meaning, differential return, Treynor ratio pros and cons, residential and other forms

06 hrs

References:

- PunithavatiPandyan, *Security Analysis and Portfolio Management*, Latest edition, VikasPubl,
- Kevin S, *Portfolio Management*, 2nd edition, Prentice H,
- Alexander, Sharpe, Bailley, *Fundamentals of Investment*, Pearson,
- ChndraPrasanna, *Investment Analysis and Portfolio Management*, 3rd Edition, TMH

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Course Code: **19MBAW802**

Course Title: **Internship and Project work**

L-T-P: **0-0-7**

Credits: **7**

Contact Hrs: **14 Sessions/week**

ITA Marks: **50** ETA Marks: **50**

Total Marks: **100**

Teaching Hrs: **98 hrs**

Viva-voce: **3 hrs**

PART I

- Broad overview pertaining industry and detailed organization profile in the framework of foundation courses (Human Resource Management, Marketing Management, Operations Management and Financial Management)
- Student has to work on the research area
- Data collection
- Analysis and Interpretation
- Findings, recommendations and conclusion
- Report writing
- Experience worth noting

PART II

Detailed industry profile based on secondary source

Tasks

- Data collection
- Analysis
- Interpretation using tools leading to Challenges, Megatrends and Impact in the global context
- Scope and Opportunities in local prospective

School of Management Studies and Research

Course Code: **19MBAW803**

L-T-P: **0-0-5**

ITA Marks: **100**

Teaching Hrs: **70 hrs**

Course Title: **Entrepreneurship Project -Phase II**

Credits: **5**Contact Hrs: **10Sessions/week**

ETA Marks: --

Total Marks: **100**

Pre-requisite: Entrepreneurship Project- Phase I

Tasks:

- Report of feasibility study in the framework of effectuation
- Preliminary survey
- Developing alternative business models
- Selection of resources
- finalization of business model
- Prepare for commercial launch
- Report on Business plan and reflections on experience