

ST. PHILOMENA'S COLLEGE

(AUTONOMOUS), MYSURU

Affiliated to University of Mysore
Accredited by NAAC with 'B++' Grade
Bannimantap, Mysore, Karnataka,
India-570015



DEPARTMENT OF MBA

The Board of Studies in MBA which met on 16/10/2024 has

Approved the syllabus and pattern of examination for

MBA 2024-25 with effect from

The Academic Year 2024-25

BOS COMMITTEE MEMBERS

Sl.No	Name of the Faculty	Designation
1	Dr. Issac George	HOD &Chairman
2	Dr. D. Anand	University Nominee
3	Dr. Aloysius Edward	Member
4	Dr. Suraj Francis Noronha	Member
5	Dr. Mohan Monteiro	Member
6	Mr. Hemant Kumar Mohan	Member (Industry)
7.	Mr. Shamantha Kumar B U	Member
8.	Dr. Sadia Tabassum	Member (Internal)
9.	Dr. Divyashree N	Member (Internal)

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CURRICULUM REGULATIONS

2024

AS PER UGC GUIDELINES ON ADOPTION OF CHOICE BASED CREDIT SYSTEM

1. Course Title

The course shall be called 'Master of Business Administration Post-graduate Degree Course'.

DURATION: 2 YEARS

NUMBER OF SEMESTERS: 4

A candidate joining the course shall pursue prescribed courses of studies.

2. Eligibility for Admission

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the course shall be done as per rules of the University and Government of Karnataka.

3. Course Content and Instruction

Course content: The course comprises of subjects of study, internship, project work and field work as prescribed.

Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practicals, factory visits etc.

a) Courses in the programme are of three types:

Core (C), Electives (E) and Project (P)

Core (C): Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Final Project Report are part of the core courses.

Foundation (F): Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

Elective (E): Elective Course is a course, which can be chosen from a group of papers.

b) Internship and Business Familiarization Report (BFR):

In the beginning of the third semester, the students shall undertake individual internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examination failing which the student shall not be permitted to appear for the third semester examination. Business Familiarization guidance to ten students is considered equivalent to teaching of a course of two credits.

c) **Final Project:** During the fourth semester, each student shall undertake an individual project work and

prepare a project report strictly in accordance with the guidelines, in their elective area, under the supervision of a faculty. The final project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination.

d) Project work guidance to ten students is considered equivalent to teaching of a course of four credits.

4. Attendance and Conduct

The Course is a full-time course and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned subject. However the students can be permit to attend the next semester based on the decision by the

5. Evaluation

Evaluation of each subject is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the second, after sixteen weeks of instruction designated as C2. The end of term examination designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practicals.

The breakup of marks will be as follows:

- a.C1 (Covering the first two units) – 15 Marks
- b. C2 (Covering the next two units) – 15 Marks
- c. C3 (Covering all the units) –70 Marks

Total –100 Marks

Term end examination (C3) will be of 3 hours duration for each subject.

Setting questions papers and evaluation of answer scripts.

I. Questions papers in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the chairman of BoE shall get the questions papers set by external examiners.

II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.

5.1.(i) There shall be double valuation for all theory papers by two examiners. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have **DROPPED** that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have **DROPPED** that course, and such a candidate is not allowed to appear for C3 in that course.

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Controller of Examination.

5.2 In case a candidate secures less than 30% in C3, he/she may choose **DROP/MAKEUP** option. In case a candidate secures more than or equal to 40% in C3, but his/her grade (G) = 4, below, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of

conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire programme of Master's Degree of two years.

In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option. The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examination. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceedingly double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Controller of Examination at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree a final grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Controller of Examination.

6. Evaluation of Business Familiarization Report (BFR) and Final Project Report

The total marks for BFR will be 50, of which 20 marks will be evaluated by panel of internal members based on the final reports and internship Viva Voce and 30 marks will be evaluated by the concerned guide based on the progress of work and internship presentations.

b. Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade point earned by the candidate in the subject will be as given below

G	G	GP=VXG
30-39	4	V*4
40-49	5	V*5
50-59	6	V*6
60-64	6.5	V*6.5
65-69	7	V*7
70-74	7.5	V*7.5
75-79	8	V*8
80-84	8.5	V*8.5

85-89	9	V*9
90-94	9.5	V*9.5
95-100	10	V*10

Here, P is the percentage of marks ($P = [(C1+C2) + M]$) secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point. A candidate can withdraw any course within in ten days from the date of notification of final results. Whenever a candidate withdraws a paper, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (76) is given by

$$CGPA = \frac{\sum GP}{\text{Total number of credit.}}$$

8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA			FGP	
			Numerical Index	Qualitative Index
4	$\leq CGPA <$	5	5	SECONDCLASS
5	$\leq CGPA <$	6	6	
6	$\leq CGPA <$	7	7	FIRSTCLASS
7	$\leq CGPA <$	8	8	
8	$\leq CGPA <$	9	9	DISTINCTION
9	$\leq CGPA \leq 10$	10	10	

Overall percentage = $10 * CGPA$ or is said to be 50% incase $CGPA < 5$

9. Medium of Instruction The medium of instruction shall be English.

10. In case of any discrepancy, the general provisions of CBCS and CAGP of the University of Mysore will be applicable.

ST PHILOMENAS COLLEGE (AUTONOMOUS)

MASTER OF BUSINESS ADMINISTRATION (MBA)

CHOICE BASED CREDIT SYSTEM 2023-24

MBA Course Structure and Syllabi

Minimum Credits Required for MBA Degree

I to IV Semesters	Core Course(C)		Foundation Course (F)		Elective Course(E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
	14	52	4	12	9	28	27	92

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters.

Semesters	Core Course(C)		Foundation course(F)		Elective Course(E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
I	5	19	2	6			7	25
II	5	19	2	6			7	25
III	3	10			4	12	7	22
IV	1	4			5	16	6	20
Total	14	52	4	12	9	28	27	92

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters

Semesters	Core Course(C)		Foundation Course(F)		Elective Course (E)		Total	
	Numbers	Credits	Number	Credits	Number	Credits	Numbers	Credits
ODD	8	29	2	6	4	12	14	47
EVEN	6	23	2	6	5	16	13	45
Total	14	52	4	12	9	28	27	92

MBA PROGRAM OBJECTIVES:

MBA graduates shall acquire analytical skills, data management and diagnostic problem solving skills in order to support management decision making. Students will make data-driven decisions demonstrating the ability to identify alternatives.

Business Management & Leadership Skills: Demonstrate an ability to apply a significant amount of business administration knowledge in Leadership & Management, Accounting & Finance, Health Care Management, Human Resource Management, IT Management, and Project Management

Strategic Planning & Problem-Solving Skills: To demonstrate ability to identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to solve organizational problems using a strategic planning approach.

Communication and Team Management Skills: To demonstrate ability to communicate effectively with all stakeholders and mobilize team for a common purpose with a clear understanding of organizational behaviour and change

Social Responsibility & Ethical Decision-Making Skills: To demonstrate the ability to understand and analyze corporate social responsibilities and apply ethical decision-making principles during day-to-day operations.

MBA Program Outcomes: upon completion of the MBA program, students will:

- Gain knowledge of the key functions of business enterprises
- Acquire advanced skills to understand and analyze significant business opportunities, which can be complex, uncertain, and dynamic.
- Use critical and analytical thinking to identify viable options that can create short-term and long-term value for organizations and their stakeholders.
- Apply best practices to solve managerial issues
- Integrate theories and practice to perform strategic analysis
- Demonstrate effective written forms of communication and oral business presentations
- Implement leadership skills to work effectively with in diverse teams
- Identify and analyze ethical responsibilities of businesses
- Apply decision-making techniques, both quantitative and qualitative analysis, to management issues
- Motivate and work with colleagues, partners, and other stakeholders to achieve organizational purposes
- Help build and sustain high- performing teams by infusing teams with a variety of perspectives, talents, and skills and aligning individual success with team success and with overall organizational success
- Foster collaboration, communication, and adaptability in helping organizations excel in a changing business scenario.

Program Specific Objectives:

Building Communication skills: Students will develop effective communication skills to synthesize complex business ideas. They will be able to effectively communicate quantitative and qualitative business concepts in a clear and concise manner in written and oral formats. They will be able to work and communicate effectively with diverse team members.

Analytical and critical thinking: Students will develop the ability to analyze complex management situations by managing information, applying qualitative and quantitative solutions, and integrating information technology to improve decision making and increase competitive advantage in an environment of rapid change.

Knowledge of Integrating Functional Areas: Students will successfully apply and integrate the functional areas of business to improve strategic decision making. Students will be able to take strategic, comprehensive, and innovative approaches in making business decisions to create value in a challenging environment. Students

will be able to integrate knowledge of the core business functions to solve complex, ambiguous and unfamiliar management problems.

Ethical leadership: Students will demonstrate knowledge of ethical frameworks for management decision-making and leadership. They will demonstrate capability to follow legal principles, ethical guidelines and social responsibility.

Global awareness: Students will demonstrate an appreciation for conducting business in a global environment. Students will be able to identify factors affecting the global economy and international business and develop a comprehensive understanding of the factors. Students will be able to apply knowledge of the global economy and international business to make informed business decisions.

Program Specific Outcomes:

- Possess knowledge of current theory and techniques of major business disciplines (Core Courses)
- Exhibit leadership skills, interpersonal skills needed for teamwork and business decision making.
- Demonstrate ability to think critically and communicate effectively
- Have an understanding of global perspective of business.
- Demonstrate ability to reorient things in the light of constant change
- Possess the ability to grasp global opportunities and exploit them for organizational advantage.
- Exhibit ability to involve internal and external stakeholders in decision making.
- Exhibit high moral and ethical values and emotional intelligence needed for corporate leadership.
- Demonstrate high level of transparency in corporate governance.
- Ability to learn and achieve standards.
- Demonstrate high level of employee empowerment and engagement.
- Exhibit organizational citizenship behavior.

First Semester- MBA*

Sl. No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Management Concepts and Theories	C	2:1:0	3	4
2.	Organizational Behavior	C	3:1:0	4	5
3.	Accounting for Managers	C	3:0:1	4	5
4.	Statistics for Management	C	3:0:1	4	5
5.	Managerial Economics	C	3:1:0	4	5
6.	Managerial Communication	F	2:1:0	3	4
7.	Business, Government and Society	F	2:1:0	3	4
8.	Computer Applications in Management	F	1:0:2	3	5

Second Semester-MBA*

Sl. No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Marketing Management	C	3:1:0	4	5
2.	Human Resource Management	C	3:1:0	4	5
3.	Corporate Finance	C	3:0:1	4	5
4.	Business Research Methods	C	3:0:1	4	5
5.	Operations Management	C	2:1:0	3	4
6.	Legal Aspects of Business	F	3:0:0	3	3
7.	Management Information System	F	1:0:2	3	5
8.	Operations Research	F	2:0:1	3	4
9.	Global Business Environment	F	2:1:0	3	4

*Any two foundation courses from the available foundation courses shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more foundation courses which will be offered during I and II semesters depending upon the availability of faculty and the demand for foundation courses. The minimum number of students opting for a foundation course should be twenty.

Third Semester-MBA

Sl. No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Project Management	C	3:1:0	4	5
2.	Entrepreneurship and Small Business	C	3:1:0	4	5
3.	Elective-I*	E	2:1:0	3	4
4.	Elective-II**				
5.	Elective-I*	E	2:1:0	3	4
6.	Elective II**				
7.	Business Familiarization Report	C	0:0:2	2	4Hrs /week for 20 students

*ELECTIVE-I (MM1/FM1/HR1/RSCM1/DM1)

**ELECTIVE-II (MM2/FM2/HR2/RSCM2/DM2)

Fourth Semester-MBA

Sl. No	TITLE OF THE PAPER	C/F/E	L:S/T/FW: P	CREDIT	Teaching Hours per week
1.	Strategic Management	C	3:1:0	4	5
2.	Elective-III*	E	2:1:0	3	4
3.	Elective-IV**	E	2:1:0	3	4
4.	Elective-III*	E	2:1:0	3	4
5.	Elective-IV**	E	2:1:0	3	4
6.	Project Work***	E	0:0:4	4	8Hrs/week for 10 students

*ELECTIVE-III (MM3/FM3/HR3/RSCM3/DM3)

**ELECTIVE-IV (MM4/FM4/HR4/RSCM4/DM4)

***L=Lecture– 1 hour of lecture per week in a semester =1credit**

S/T/FW = Seminars/Tutorials/Field Work – 2 hours of seminars / tutorial / field work per week per week in a semester =1credit

P= Practicals–2 hours of practicals per week in a semester =1 credit

***Specialization**

The specialization areas will be announced by the College/Department at the end of the second semester. Each student can choose 2 specialization areas based on his/her interest in the beginning of the third semester and the student has to study 2 subjects from each specialization areas in the third and fourth semester. Once a student has selected 2 specialization areas, he/she has to continue the same areas in the fourth semester. The specialization areas that are offered during III and IV semesters will be depending upon the availability of faculty members/regulations from the University of Mysore. A specialization area will be offered if there are minimum ten students opting for that specialization.

***A student shall register for Business Familiarization Report in third semester which carries 2 credits. In the fourth semester project work must be carried out for preparing the final project work report which carries 4 credits.

Specialization Areas

Elective Group 1 MARKETINGMANAGEMENT

- Elective MM I: Consumer Behaviour
- Elective MMII: Sales and Logistics Management
- Elective MM III: Advertising and Sales Promotion
- Elective MM IV: Product and Brand Management
- Elective MM V: Hospitality and Tourism Marketing

- Elective MM VI: Services Marketing

Elective Group 2: FINANCIAL MANAGEMENT

- Elective FM I: Advanced Corporate Finance
- Elective FM II: Indian Financial Markets and Services
- Elective FMIII: Security analysis and Portfolio Management
- Elective FM IV: Derivatives
- Elective FM V: International Financial Management
- Elective FM VI: Taxation Management

Elective Group 3: HUMAN RESOURCE MANAGEMENT

- Elective HRMI: Training and Development
- Elective HRM II: Organizational Change and Development
- Elective HRMIII: HR Analytics
- Elective HRM IV: Strategic Human Resource Management
- Elective HRM V: Human Resource Development
- Elective HRM VI: Performance and Compensation Management

Elective Group 4: RETAIL AND SUPPLY CHAIN MANAGEMENT

- Elective RSCM I: Services and Retail marketing
- Elective RSCMII: Quality Management
- Elective RSCM III: Operations Strategy
- Elective RS CM IV: Retail Management
- Elective RSCM V: Promotion and Relationship Management
- Elective RSCM VI: Supply Chain Management

Elective Group 5: DIGITAL MARKETING

- Elective DM I: Digital Marketing Strategies
- Elective DM II: Social Media Marketing
- Elective DM III: Business Marketing
- Elective DM IV: SEO & Web Analytics
- Elective DM V: Integrated Marketing Communication
- Elective DM VI: Strategic Marketing Intelligence

SYLLABUS

FIRSTSEMESTER

1.1 Management Concepts and Theories

1.1	Management Concepts and Theories.	Core	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours: 52
Course Objective	To help students gain understanding of management concepts and theories, functions and responsibilities of managers. To enable them to analyze and understand the various functional areas of the organization and its functioning.				
Course Outcome:	On completion of this course, the students will be able to understand the concepts related to Business, demonstrate the roles, skills, and functions of management, analyze effectively apply management concepts to diagnose and solve organizational problems and develop optimal managerial decisions. Understand the complexities associated with management of human resources in the organizations.				

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MODULE-I 12 Hrs	Management: Definition, nature and scope of management, basic functions of management, management as a process. Evolution of management theory and practice from Taylor, Fayol, Drucker to the present day. Professional code of conduct and Ethics in management. Contemporary issues in Management-Sustainability, inclusion in work place.
MODULE-II 10 Hrs	Managerial Planning: Planning process, the purpose of managerial planning, types of plans, hierarchy of plans, vision, mission and goals and objectives. Planning premises, certainty, risk and uncertainty. Decision making, models of rational decision-making process, limitations.
MODULE-III 10 Hrs	Strategic planning: Concept of strategy, structure and strategy, levels of strategy making, models of strategy making, Mckinsey7smodel, porters five forces model, BCG matrix.
MODULE-IV 10 Hrs	Organizational theories and design: Bases of departmentation specialization, division of work, differentiation and integration, various forms of organization–functional, product/market, matrix, team structures, span of management principles of coordination, Power, authority, delegation and decentralization. Informal organizations and grapevine.
MODULE-V 10 Hrs	Managerial Control: Relationship between planning and control-limitations of control, feedback, types of control systems and techniques – Management by objectives, management by exception, budgetary control, internal control systems, internal audit and management audit.

References:

- Essentials of Management-Koontz and O'Donnell. E-McGrawHill,
- Introduction to Management-FredLuthans-McGraw
- The Practice of Management-Peter.F.Drucker
- Management-Stoner, Freeman and Gilbert
- Management-Griffin
- Management-Holt
- Management-Tasks and Responsibilities-Peter.F.Drucker
- Professional Management-Theo Haimann
- Organization Theory and Design–Richard L.Draft
- Management- RichardL. Draft
- People and Performance by PeterF.Drucker

1.2 Organizational Behavior

1.2	Organizational Behavior	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours : 56
Course Objective	The objective of the course is to impart expert knowledge about basic theories, models and principles of Organizational Behavior and to equip students to apply the same in industry. They learn how to predict and control behaviour. On completion of the course, the students are expected to improve their team building, decision making and leadership skills for making meaningful contribution to industry, government and society.				
Course Outcome:	Understand nature, evolution and approaches to organizational behaviour. Analyze individual differences and to change others behaviour through the process of perception, personality, learning and motivation. Demonstrate the ability to analyze complexities associated with management of individual behaviour, group behaviour and understanding the motive behind such behaviour in the organization.				

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MODULE-I 12 Hrs	Fundamentals of Organizational Behavior: Organizational behaviour-nature, assumptions, history; Disciplines contributing to OB - Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science; Approaches to the study of OB - Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach; Challenges and Opportunities of OB -Limitations of Organizational Behaviour
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MODULE-II 12 Hrs	Individual Dimensions in Organizational Behavior: Individual differences and work behaviour -Personality - Sources of personality differences, The perceptual process, Perceptual grouping, Emotions, Emotional Intelligence Learning- operant conditioning, classical conditioning, social learning theory, Principles of Learning; attitude; creativity
MODULE-III 10 Hrs	Group Dynamics: Group behavior, team development, group cohesiveness – group decision making process, Team and Groups, organizational conflicts,& conflict resolution, interpersonal skills, Johari Window and transactional analysis.
MODULE-IV 12 Hrs	Motivation: Concept of Motivation; Theories and Models of motivation, Leadership, theories of leadership & leadership styles
MODULE-V 10 Hrs	Management of Change: Organizational Change-Resistance to change, change models, change agents. Organizational Development, Organizational climate and culture, Learning organizations.

References:
<ul style="list-style-type: none"> • Organizational Behavior–Robbins. • Organizational Behavior-Fred Luthans • Human Behavior at Work-Keith Davis • Organizational Theory and Design– Daft • Organizational Behavior-K Aswathappa • The Fifth Discipline- Peter Senge • The Seven Habits of highly Effective People-Stephen Covey • Understanding Organizational Behaviour–Uday Parekh • The Five Minds-Howard Gardner • All the books by Edward De Bono• Workinthe21st Century –Landy and Jeffrey

1.3 Accounting for Managers

1.3	Accounting for Managers	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours : 56
Course Objective	The course will help the students to understand fundamental accounting concepts and to prepare the company's financial statements. It also helps them understand various costs and costing methods involved in manufacturing concerns				

Course Outcome:	At the end of this course students will be capable of preparing the financial statement of a company and evaluate its performance based on the final accounts. And, they will be able to evaluate relevant costs involved in the production process.
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MODULE-I 12 Hrs	Introduction to Accounting: Meaning and Objectives, Need and Types of Accounting, Single Entry System, Double Entry System, Basics of Generally Accepted Accounting Principles (GAAP), IFRS, Indian Accounting Standards, Distinguish between IFRS and Indian Accounting Standards. Concepts and Conventions of Accounting. Accounting Cycle- Journal, Ledgers, Trial balance, Accounting Equation, and Subsidiary Books.
MODULE-II 12 Hrs	Final Accounts: Preparation of Final Accounts in Vertical Form as per New Regulation, Window dressing, Annual Reports and its Contents.
MODULE-III 10 Hrs	Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), Preparation of Financial Statements using Financial Ratios, Case study on Financial Ratio Analysis. Preparation of Cash flow Statement.
MODULE-IV 10 Hrs	Cost Accounting: Elements of Costs, Classification of costs, Preparation of Cost Sheet, Estimated Cost Sheet. Cost Accounting system: Process costing, Contract costing. Activity Based Costing (Theory only)
MODULE-V 12 Hrs	Management Accounting: Marginal Costing and use of break-even analysis in decision-making. Budgetary Control- Master Budgets, Production Budgets and Flexible Budgets.

References: <ul style="list-style-type: none"> • Financial Accounting: A Managerial Perspective–R.Narayan swamy • Introduction of Management Accounting–Horngren, Sundem, Stratton. • Cost and Managerial Accounting–Duncan Willamson • Cost accounting for Business Managers–Asish K Bhattacharayya. • Management and Cost Accounting- Colin Drury • Management Accounting–Hensen Mowen • Financial Analysis and Modelling–Chandan Sen Gupta 	1.4
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Statistics for Management

1.4	Statistics for Management	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours : 56
Course Objective	The aim of this course is to enable a student to have knowledge about Data interpretation, application of probability theory and sampling in different areas of commerce and management, testing of hypothesis, time series analysis and application of multiple correlation and regression analysis.				

Course Outcome:	Students will be able to apply various statistical data analysis tools and techniques for making business decisions.
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MODULE-I 10 Hrs	Quantitative Data Interpretation in Managerial Decision Making: Collection –Types of Data- classification – tabulation – frequency distribution – using charts. Measures of central tendencies and dispersion.
MODULE-II 12 Hrs	Correlation and Regression: Multiple correlations and multiple regression– Estimation and Testing. Probability concepts, rules of Probability – Addition, Multiplication conditional probabilities – Bayes theorem. Probability distributions: Binominal, Poisson and Normal distributions.
MODULE-III 12 Hrs	Sampling: Meaning of sample and population. Probability and non-probability methods of sampling. The Central limit theorem. Use of sampling in business decisions.
MODULE-IV 10 Hrs	Testing of hypothesis: Parametric and non-parametric tests. Parametric tests- t- test, f-test, z- test, Anova. Non- parametric tests -Chi-square tests, Run test, Mann- whitney test, KS Test and Freidman’ s Test.
MODULE-V 12 Hrs	Time Series Analysis: Variations in time series. Cyclical, seasonal and irregular variations. Trend analysis. Application of time series analysis in forecasting; Multivariate Analysis: Analysis of Variance. Application of multivariate analysis in business decisions.

References:

- Statistics for Managers–using Microsoft excel–Levine, Stephan & others
- Statistics for Management–Richard Levin and Rubin[excel version]
- Statistics–Murray Spiegel, Schaum Series
- Quantitative Business Analysis –Text& Cases–Samul Bodiley & others
- Basic Business Statistics–Bereuram and Levine
- Quantitative Methods–Anderson, Sweeny &William

1.5 Managerial Economics

1.5	Managerial Economics	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours : 56
Course Objective	This course gives a comprehensive overview of distinction between micro and macroeconomics concepts with the aim of developing with in students a picture of how business organizations relate to the economy as a whole. The course then focuses on practical applications of economic analysis to problems of concern. Case studies and projects are used to demonstrate the methods used to determine economic feasibility and cost- effectiveness of products, services, and programs.				
Course Outcome:	At the end of this course students will be able to design various competitive strategies and production and cost optimization techniques for making optimal managerial decisions.				

SYLLABUS

MODULE-I 10 Hrs	Introduction: Definition, Nature and scope of managerial economics. Theory of the firm- objectives of the firm.
MODULE-II 12 Hrs	Demand Estimation and Forecasting :Estimation of Demand- Consumer Surveys, Consumer clinics and Focus groups, Market Experiments in test stores, Statistical Estimation -Regression- Forecasting demand-selecting a forecasting technique, purpose of forecast - Qualitative forecasting techniques-Survey and opinion polling techniques-Quantitative techniques- Time series Analysis, Trend Analysis, Cyclical variations, Seasonal effects, Random fluctuation - Smoothing techniques-Moving Averages-Exponential Smoothing and advanced techniques-accuracy of forecast -short- run forecast-long-run forecast.
MODULE-III 12 Hrs	Production and Cost Analysis: Production function, with one and two variable input, returns to scale, indifference curve analysis, and Equilibrium Analysis. Nature of costs, short run and long run cost function and curves, economies of scale. Revenue- Break- even point, break- even chart and cost curves. Profit analysis.
MODULE-IV 10 Hrs	Market Structures: Market structure and degree, Perfect, Monopoly, Monopolistic and Oligopoly markets, Price and output determination in short and long run, Cartels and non price competition. Game Theory and Strategic Behavior, Nash Equilibrium, Prisoner's Dilemma.

MODULE-V 12 Hrs	<p>Pricing Decisions: Significance of Pricing from management perspective, Cost plus pricing, Transfer Pricing, Price-over the life cycle of the Product, Penetration Pricing, Skimming strategies, Loss leader pricing, Peak Load pricing, Transfer pricing. Price discrimination, National Income concepts and measurements, Business cycle and coping strategies of firms.</p> <p>Note: Discussion of at least one Case Study for each chapter from the book Managerial Economics By Dominick Salvatore & Siddhartha Rastogi is Desirable.</p>
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<p>References:</p> <ul style="list-style-type: none"> • Managerial Economics- Dominick Salvatore. • Managerial Economics- Gupta and Mote • Economics-Samuelson & Nordhaus • Managerial Economics by Peterson and Lewis • Micro Economics– Dominick Salvatore • Macro Economics –Palmer and others • Macro Economics –Koutinyas

1.6 Managerial Communication

1.6	Managerial Communication	Foundation	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours : 52
Course Objective		It enables the students to sensitize the importance of communication skills and emphasizes on effective writing of business communication.			
Course Outcome:		At the end of this course students are equipped about effective communication under multifaceted situation and also would be able to prepare business proposals.			

SYLLABUS

MODULE-I 10 Hrs	Introduction: Nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening.
MODULE-II 10 Hrs	Communication for Problem Solving: Problem solving–communication model for case analysis and reporting in detail. Group discussion, in-class / workshop exercises and assignments.
MODULE-III 10 Hrs	Writing Skills: Exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.
MODULE-IV 10 Hrs	Oral Communication: exercises in speaking, discussing, listening, and negotiating, body language and kinesics, business etiquettes.

MODULE-V 12 Hrs	Business Presentations: hands-on with excel and office power point. Types of presentation, requisites for effective presentation. (Articulating a message across-to boss, peers and subordinates. Practice exercise on interviewing skills.)
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References:	<ul style="list-style-type: none"> • Better Business Communication–Denish Murphy • Written Executive Communication-Shurter • Model Business Letters - Gartside. • Business Communication –Lesikar– Pettit -Flatery. • MLA’sHandbook. • Business Research Methods-Cooper and <i>Schneider</i> • Business Research Methods–Zikmund.
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1.7Business Government and Society

1.7	Business Government and Society	Foundation	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours : 52
Course Objective	It accentuates the students to develop conceptual framework of business environment, Provides insight into the importance of economic structure of a country.				
Course Outcome:	Students will be able to evaluate the various components in business decision-making and also the scope for ethics in business.				

SYLLABUS

MODULE-I 10 Hrs	Business as a social system: internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility.
MODULE-II 10 Hrs	Economic Structure of India: Economic planning in India and NITI Ayog, transition from mixed economy to a market economy, Characteristics of industrial, service and agricultural sectors, Regional and sectoral imbalances, Dualism, Trends in GDP.
MODULE-III 12 Hrs	Monetary and Fiscal System of India: Overview of India’s monetary policy, fiscal policy, role of RBI. Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India– role of development financial Institutions and commercial banks, NBFC’s. Financing of exports and imports, EXIM and ECGC. Issues in taxation and government expenditure. FRBM Act, the problem of fiscal deficit.

MODULE-IV 10 Hrs	Indian Society, Culture and Politics: Social problems of India, Impact of modernization on Indian society, demography, gender, environmental issues.
MODULE-V 10 Hrs	Corporate Governance: Introduction, Definition, Market model and control model, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need for and importance of corporate governance. The concept of corporate, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases

References:

- Business Environment–C.A.Francis
- Business, Government& Society– Arthur Gold Smith.
- Ethical choices -shekar
- India Development Reports
- India in Transition –Jagdish Bhagwathi
- India’s Economic policy– BimalJalan
- Is there a Indian wayof thinking– A.K.Ramanujam
- A Million Mutinies-V.S.Naipual
- International Business Environment by Daniels & Radbaugh
- Business, Government, and Society: A Managerial Perspective, Text and Cases – JohnF. Steiner, 12/e, McGraw-Hill, 2011.
- Business and Government – Francis Cherunilam, HPH.

1.8 Computer Applications in Management

1.8	Computer Applications in Management	Foundation	L:S/T/FW:P 1:0:2	CREDIT 3	Teaching Hours per week = 5 Total Hours : 56
Course Objective	It emphasizes on the need for information technology in business and various components of e-commerce in the business context.				
Course Outcome:	At the end of this course students will be able design e-commerce business models legal ethical framework and hands on experience on MS Excel and making power point presentations				

SYLLABUS

MODULE-I 10 Hrs	Information Technology: Application of information technology, uses of information technology, impact of information technology on business.
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MODULE-II 10 Hrs	Electronic commerce: Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce, Legal and Ethical Issues in Ecommerce.
MODULE-III 12 Hrs	Information System Resources-Computer basics (H/w & S/w)DBMS, Communication Systems, internet and office automation. Word processing with MS word - starting MS word - MS Environment - working with word documents – working with text - working with tables - checking spelling and grammar - printing document –creating mailing lists-mail and merge.
MODULE-IV 12 Hrs	Concept of spreadsheet and MS Excel: Starting MS Excel-MS Excel Environment-working with Excel – workbook. Preparation of charts and graph with excel-working with workbook. Working with functions – Summary statistics.
MODULE-V 12 Hrs	Making presentation with Ms Power point - Starting Ms Power point - Ms Power point Environment-working with power point-working with different views-designing presentations-printing in power point.

References:

- Sanjay Saxsena-A First Course in Computer-Vikas Publishing House.
- Sanjay Saxsena- MSOffice2000-VikasPublishingHouse,
- Rajaraman,V-Essentials of E-Commerce Technology-PHI Learning
- S.J. JOSEPH, P. T-E-Commerce: An IndianPerspective-4th Ed-PHI Learning
- Laudon Kenneth and Laudon Jane- Management Information Systems- A Contemporary perspective-PHI
- O Brien James-Management Information System-Tata Mc grawHill
- Gorden Davis and Olson- Management Information System- Conceptual Foundations– McGrawHill
- Mohan.P-Computer Applications in Management-HPH Pvt.Ltd.
- Gopala krishna.D-Electronic Commerce-Emerging Trends-HPH Pvt.Ltd.
- Pathak,and Nirupma-Computer Application in Management- HPH Pvt.Ltd.

SECOND SEMESTER

2.1 Marketing Management

2.1	Marketing Management	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours=56
Course Objective	The course on Marketing Management helps the students to gain solid understanding of key marketing concepts and skills, Perform situation analysis to assess market opportunities and develop marketing strategies. Understand the elements of marketing mix and marketing strategies to influence the consumer buying behavior.				
Course Outcome:	At the end of this course, the students will be able to evaluate the importance of Marketing Concepts in an Enterprise. Appraise the Product and pricing Decisions. Understand branding; identify marketing channels and product distribution through various sales promotion techniques.				

SYLLABUS

MODULE-I 10 Hrs	Introduction to Marketing Management: Nature of marketing management, Types of products/services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Marketing environment, Elements of Marketing Mix. Classification of goods & services.
MODULE-II 12 Hrs	Consumer Behavior: Consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence, Marketing information system and Social Media Marketing
MODULE-III 10 Hrs	Market Segmentation & Targeting: concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning.
MODULE-IV 12 Hrs	Product & Price: Product Mix, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity, Packaging, and labeling. Pricing: General pricing approaches, new product pricing strategies, Public policy and pricing.
MODULE-V 12 Hrs	Promotion and Place Mix: Elements of promotion mix, Marketing communication process, Publicity, Advertising, and Public Relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions.

References:

- Marketing Management– Philip Kotler, Prentice Hall India, (New edition)
- Fundamentals of Marketing – William Stanton
- Principles of Marketing– Philip Kotler and Garry Armstrong
- Marketing Management–Rajan Saxena
- Marketing Management–Zickmund
- Marketing–Ramesh Kumar

2.2 Human Resource Management

2.2	Human Resource Management	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours=56
Course Objective	The primary objective of this course is to familiarize the students with the basic functions of Human Resource Management. This is a fundamental course which gives the students an overall idea about the major tasks and responsibilities of an HR Manager. The Course provides each student with an understanding of the role played by the function called Human Resource Management in the functioning of an Organization.				
Course Outcome:	After the completion of the course students will be to understand the core concepts of HRM in an organization. Effectively manage and plan key human resource functions within organizations. Examine current issues, trends, practices, and processing HRM. Contribute to employee performance management and organizational effectiveness. Problem-solve human resource challenges.				

SYLLABUS

MODULE-I 12 Hrs	Perspectives in HRM: Role of HR managers, sub-systems of HRM, HR functions and policies. Organization for HRM, Development of HRM in India, Emerging trends of HRM in globalized economy.
MODULE-II 12 Hrs	HR Planning, Recruitment and Selection: Scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews, and errors in selection.
MODULE-III 12 Hrs	Training and Development: Concept & Significance of Training, The Training Process, Methods of Training, Difference between Training & Development, Concept of Management Development, Methods of Development
MODULE-IV 10 Hrs	Performance Management (PM): Concept & Objectives of PM, Process of PM, Performance Management Vs Performance Appraisal; Traditional v/s Modern methods of performance management. Potential appraisal, Feedback systems. Job evaluation.

MODULE-V 10 Hrs	Compensation Planning: wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Performance linked Pay structure. Compensation review and structuring. Return of HR Investment.
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References:

- HR and Personnel Management –Keith Davis
- Personnel Management–Flippo
- Human Resource Management – T.V.Rao
- Human Resource Management–Pattanaik
- Human Resource Management–Micheal Armstrong
- Human Resource Management –Gary Desseler

2.3 Corporate Finance

2.3	Corporate Finance	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours=56
Course Objective	To familiarize the students with basic concepts of financial management To understand the concept of time value of money To know the method of evaluation of various investment proposals based on capital budgeting techniques To understand the optimal capital structure and working capital requirements of a firm				
Course Outcome:	At the end of the course the student will be able to apply basics of financial concept to choose among various investments, proposals. Estimate the working capital requirements; Design the optimal capital structure with relevance to leverage.				

SYLLABUS

MODULE-I 8 Hrs	Financial Management: Introduction to Financial Management, Goals of Financial Management-Profit maximization v/s Wealth maximization, Financial Decisions-Investing, Financing and Dividend. Agency problems, Sources of Finance, Financial Markets- Capital Market and Money Market; Primary Market Secondary Market.
MODULE-II 10 Hrs	Time Value of Money: The concepts of compounding and discounting. Present value of Single Cash flow, Series of Cash Flows and Annuities; Future value of Single Cash flow, Series of Cash Flows and Annuities, Capital Recovery and Loan Amortization.
MODULE-III 12 Hrs	Cost of Capital: Significance of Cost of capital, – Specific Cost- Cost of Debt, Cost of Preference shares, Cost of Equity, Cost of Retained Earnings, Computation of WACC (Weighted Average Cost of Capital).

MODULE-IV 14 Hrs	Capital Structure: Components of Capital Structure, Factors influencing Capital Structure, Determination of Optimal Capital Structure-EBIT-EPS analysis; Leverages- operating, financial and combined leverage. Capital Structure Theories- NI, NOI, Traditional, MM.
MODULE-V 12 Hrs	Capital Budgeting: Meaning and definition of capital budgeting, process and techniques- Payback, Accounting Rate of Return, Discounted Cash Flow techniques NPV, IRR, PI. Conflicts in ranking projects using NPV and IRR.

References:

- Fundamentals of Financial Management–Van Horne and Wachowitz
- Financial Policy and Management– VanHorne 12th edition.
- Financial Management –Prasanna Chandra
- Corporate Finance – Brigham &Erhardt
- Corporate Finance–Ross,Wetfield&Jaffer
- Financial Management- SP Jain

2.4 Business Research Methods

2.4	Business Research Methods	Core	L:S/T/FW:P 3:0:1	CREDIT 4	Teaching Hours per week = 5 Total Hours=56
Course Objective	To impart the knowledge about the basic components of research design. To help students to understand various research analytical tools used in business research and enhance the critical thinking skills.				
Course Outcome:	At the end of the course the student will be able to understand various research approaches, techniques, and strategies appropriate in business research. Apply a range of quantitative and qualitative research techniques to business in day-to-day operations of organization.				

SYLLABUS

MODULE-I 10 Hrs	Research in Business: Role of business research, Information systems and knowledge management, Overview of research process, Ethical issues in business research.
MODULE-II 10 Hrs	Problem Formulation: Identification and Selection of the problem, Research designs– Exploratory, Conclusive research design- descriptive and causal designs, Experimental research design, Quantitative and qualitative research designs -case study method- Definition, Case studies in business research, objectives, guidelines for case study, Evaluation of Case study-Published case studies in business research in: Strategy, Finance, Marketing, HRM and Operations. Formulation of research proposal.
MODULE-III 12 Hrs	Sampling and Field Work: Sample design and sample procedures, Determination of sample size – a review of statistical theory, Field work, case study method-Definition, Case studies in business research, objectives, guidelines for case study, Evaluation of Case study-Published case studies in business research-case studies in: Strategy, Finance, Marketing, HRM and Operations

MODULE-IV 12 Hrs	Data Collection: Methods of communication with respondents, Basic concepts in survey research, Questionnaire, Principles of questionnaire design, Observation method, Interview and focus group. Measurement and scaling concepts: Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scales - Likert Scale, Semantic Differential Scale,
MODULE-V 12 Hrs	Data Analysis and Presentation: Editing and coding for transformation of raw data into information. Basic data analysis – descriptive, statistics, uni-variate statistics, and bi-variate analysis: Tests of differences-advantages of SPSS- Measures of association. Multi-variate analysis. Factor Analysis, Regression analysis, Cluster analysis Correspondence analysis and co-joint analysis (Introduction only). Report writing and presentation of results, Importance of report writing, types of research reports, Report structure.

References:

- Business Research Methods–Zikmund
- Marketing Research –Malhotra N.K.
- Marketing Research –Parashuraman
- Business Research Methods – DonaldR. Coopers and Schindler
- Foundations of Behavioral Research –F.N. Kerlinger
- MLA Handbook for Researchers –MLA Association

2.5 Operations Management

2.5	Operations Management	Core	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=52
Course Objective	To acquaint the students with the basics of production and operations functions. To understand how to select a good plant location and design plant layout. Understand the need for ensuring total quality, certifications and quality standard.				
Course Outcome:	At the end of the course the students will be able to design production strategies, plant layout and choose feasible Plant Location. Scope for lean manufacturing and develop. Total Quality Management Strategies. Understand the importance of ISO standards in production and supply chain management from the global perspective.				

SYLLABUS

MODULE-I 10 Hrs	Introduction to Operations Management: Definitions, Key elements, Differences between Services and Goods, Systems view of OM, Current issues and challenges in OM, Product strategies–Product life cycle–Production system types, Production Strategies, Process Management, Impact of technology on organization and operations functions.
MODULE-II 12 Hrs	Plant Location and Production Layout: Issues in Facility Location, Free Trade Zone, Industrial Clusters and Special Economic Zones, Location methods. Basic Production Layout Formats, Production planning and control – Inventory planning and control – Just in Time - Materials requirements planning – Aggregate Planning-Numerical exercises.
MODULE-III 10 Hrs	Job designing: Work study and time study – Statistical quality control methods. Japanese manufacturing systems– Flexible manufacturing system.
MODULE-IV 10 Hrs	Total Quality Management: Trends in quality management, benchmarking, business process re-engineering, Business Process Mapping/Value mapping Kaizen, Six Sigma Motorola systems, Quality criteria based on Deming prize, Malcolm Baldrige Award Quality Management Systems, ISO Standard sand Process.
MODULE-V 10 Hrs	Supply Chain Management and Retail Marketing: Concept of SCM. Managing the external and internal supply chain, Global SCM and sourcing. Theory of constraints (Drum-Buffer-Rope).

References:

- Modern Production Management–Buffa Elwood.S, and Rakesh K.Saren, John Wiley and Sons, 2003.
- Production and Operation Analysis–Steven Nahmas
- Cases in Production/Operations Management–K.N.Krishnaswamy
- TotalQualityManagement–DaleH.Besterfieldandothers–PearsonEducation,New Delhi, 2003.
- TotalQualityManagement–PoornimaChoudhary–PearsonEducation–NewDelhi, 2002.
- Total Quality Management– SridharBhatt.
- Supply chain Management theory and practices– Mohanty and Deshmukh, Biztantra 2005.

2.6 Legal Aspects of Business

2.6	Legal Aspects of Business	Core	L:S/T/FW:P 3:0:0	CREDIT 3	Teaching Hours per week = 3 Total Hours=48
Course Objective	To understand the laws relating to business. Understand the legal provisions of Indian Companies act 1956. Understand laws for protecting and securing innovations. Understand laws pertaining to Securities market and Information Technology Act.				
Course Outcome:	At the end of this course the students will be able to carry on the business within the legal framework. Apply various laws to protect his business. SEBI guidelines and secure the information system, get an insight into consumer protection act.				

SYLLABUS

MODULE-I 8 Hrs	Outlines: Industries Development and Regulation Act (IDRA), Competition Act. Foreign Exchange Management Act.(FEMA)
MODULE-II 10 Hrs	Outlines: Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mis-management and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.
MODULE-III 12 Hrs	Outlines: Intellectual Property Rights, Patents and Trademarks Act, Copy Rights Act, Meaning of Geographical Indicators- Phytosanitary measures. Labour Standards and Environment Standards.
MODULE-IV 10 Hrs	Outlines: Security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.
MODULE-V 8 Hrs	Outlines: Consumer Protection Act and Information technology Act

References:

- A Manual of Business Laws – S.N. Maheshwari and S.K. Maheshwari
- Business Law for Management – K.R. Bulchandani
- Business Environment: Texts and Cases – Francis Cherunilam
- Business and Corporate Laws – S.S. Gulshan and G.K. Kapoor
- Bare Acts of respective legislations.

2.7 Management Information Systems

2.7	Management Information Systems	Foundation	L:S/T/FW: P 1:0:2	CREDIT 3	Teaching Hours per week = 5 Total Hours=56
Course Objective	To understand the importance and emerging technologies in the field of management. Study telecommunication networks, understand SDLC. Study ERP Package, Web publishing and e-commerce. Understand the ethical issues in information management.				
Course Outcome:	At the end of the course, students will be able identify to telecommunication networks. Will be able to develop functional modules for business case studies using ERP and upload the content on internet through web publishing.				

SYLLABUS

MODULE-I 12 Hrs	Information Systems: Data v/s Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS,ESS, OAS, Networking concepts, telecommunications networks.
MODULE-II 10 Hrs	Systems Development: The concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.
MODULE-III 10 Hrs	Application Technologies: ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.
MODULE-IV 12 Hrs	Web Publishing: Web publishing, Types of websites, Web surfing, E-commerce, B2B,B2C, C2C, E-commerce security issues, Ethical issues
MODULE-V 12 Hrs	Practicals on ERP -. Functional modules in business-Marketing, HRM, Finance and Operations

References:

- MIS – Kennett G. Laudon and Jane P. Laudon
- MIS – James A. O'Brien
- MIS-C.S.V.Murthy
- Computer Today – S.K. Basudev
- ERP Concepts – V.K. Garg

2.8 Operations Research

2.8	Operations Research	Foundation	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=52
Course Objective		Understand the mathematical tools that are needed to solve optimization problems. Understand and practice allocation problems, Assignment's problems, Transportation problem, Queuing models for service allocation and Network Analysis (PERT & CPM) for project management. Get an insight into decision making under various situations.			
Course Outcome:		At the end of this course the students will be able to use optimization techniques for profit and cost functions. Apply appropriate models for allocation of limited resources for logistics and assignment problems in the production area. Apply PERT and CPM for project management and game theory for managerial decisions.			

SYLLABUS

MODULE-I 10 Hrs	Linear programming: Formulation, Graphical solutions – Simplex method – Big-M method, Duality and sensitivity analysis.
MODULE-II 10 Hrs	Transportation and Assignment Problem: NWC, LCM and VAM method. Optimal Solution using MODI method. Traveling salesmen problems, solving the sequencing problems. Assignment Problems.
MODULE-III 10 Hrs	Queuing Models: Deterministic and probabilistic models, Single server and multiple server models –Infinite population.
MODULE-IV 10 Hrs	Network Analysis: PERT & CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games-Formulation of game models, Two person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.
MODULE-V 12 Hrs	Decision Theory: Decision under uncertainty- Maxmin & Minimax, Decision under Risk- Expected Value, Simple decision tree problems, (Only theory). Job Sequencing-N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases, Behavioral theories.

References:

- Quantitative Techniques in Management – N.D. Vohra
- Operations Research – Wagner
- Operations Research – HamdyTaha
- Theory and Problems of Operations Research – Richard Brouer
- Mathematical Methods in Business – Barnett and Sieger
- Operations Research – S.D. Sharma

2.9 Global Business Environment

2.9	Global Business Environment	Foundation	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=52
Course Objective		It enables the students to understand the importance, process and framework of international business, entry and tariff barriers for global business. Understand the impact of various international financial factors on business and co-operation between various countries for trade and economics.			
Course Outcome:		At the end of this course the students will be able operate business under the international trade framework, design international business models by incorporating macro-economic factors. Will be able to optimize trade, investment and development opportunities and integrate them into the world economy through various global organizations.			

SYLLABUS

MODULE-I 10 Hrs	Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Approaches to international business, Trade Theories.
MODULE-II 10 Hrs	Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.
MODULE-III 10 Hrs	Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non- tariff barriers; Counter trade, dumping.
MODULE-IV 10 Hrs	International Financial Environment: Foreign Investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows. Capital flows, foreign investment flow and barriers: FDI and FIIs

MODULE-V
12 Hrs

International Economic Environment: World Economic and Trading Situation; International Economic Institution and Agreements; WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), AOA- agreement on agriculture, GSP, GSTP and other International agreements; International commodity trading and agreements. BRICS and BRICS Bank, Regionalism v/ s multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

References:

- Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
- Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
- Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
- John D Daniel, Lee H Radebaugh and Daniel P Sullivan, International Business: Environment and Operations, 10th Edition., Pearson Education.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
- Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
- Aswathappa K, Essentials of Business Environment, 10th Revised Edition, HPH.
- Francis Cherunilam, International Business , Revised Edition, PHI
- Francis Cherunilam, Global Economy and Business Environment , Revised Edition, HPH.
- Vishal Kumar, International Business, 1st Edition, 2015, Kalyani Books.
- Rosy Joshi and Sangam Kapoor, Business Environment, 2 nd Edition, 2015, Kalyani Books.
- 12. A Mustafa, International Business Environment, 1st Edition 2013, Kalyani Books

THIRD SEMESTER

3.1 Project Management

3.1	Project Management	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours=56
Course Objective	To enable the students to understand project management and feasibility studies. Analyze project work break down structure, cost and time estimation. Understand project risk management with contingency planning; Evaluating project team performance and control; Ensuring project closure with post audit.				
Course Outcome:	At the end of this course the students will be able to choose feasible project and allocate resources optimally. Develop responsibility matrix and arrive at project completion time and cost. Mitigate risk factors and project crashing. Develop and manage virtual project teams.				

SYLLABUS

MODULE-I 10 Hrs	Project Management: Concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy, project life cycle, and feasibility studies -different forms of project contracting.
MODULE-II 12 Hrs	Project Scope Management: Defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.
MODULE-III 12 Hrs	Estimating project cost and time: Factors influencing the quality of estimates, top- down versus bottom-up estimating, methods for estimating project cost and times.
MODULE-IV 10 Hrs	Project Risk Management: Measuring risk, contingency planning, scheduling resources, reducing project duration.
MODULE-V 12 Hrs	Project Team Management: Building high-performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit.

References:

- Project Management – Clifford Gray & Larson
- The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub
- Effective project Management – Clements, James P &Gido Jack – 2006, NewDelhi, Cengage Learning
- Project Management: A managerial approach – Meredith, Jack.R& Mantel Samuel.J – 2006, New Delhi, John Wiley & Sons
- Project Management for business, engineering & technology: principles & practice – Nicholas, John.M&Steynl, Hermann
- Project Management – Harvey Maylor – 1999, New Delhi, Macmillan pub
- www.pmi.org

3.2 Entrepreneurship and Small Business

3.2	Entrepreneurship and Small Business	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours =56
Course Objective	The course enables the student to have a thorough understanding on entrepreneurship. The course brings forth the different opportunities and resources which are available in the domain of entrepreneurship within the country.				
Course Outcome:	At the end of the course the students will be able to conceptualize the ideas and develop business models; Operate the business under the socio-economic framework; plan strategies to develop small scale business; gains exposure to international trade.				

SYLLABUS

MODULE-I 10 Hrs	Foundations of Entrepreneurship: Introduction to Entrepreneurship-Types of entrepreneurs Forms of business, Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur, Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs.
MODULE-II 10 Hrs	Business Planning: The Entrepreneurial ideation and decision process. Incubation procedures and processes, Business plan preparation, DPR preparation. Managing Finance and Growth- Sources of capital, Venture capitalists, Angel Investors, Crowd Funding
MODULE-III 12 Hrs	Micro Small & Medium Enterprises: Micro, Small and Medium Enterprises - Importance, Evolution, Organizational Structure, Decision Making, Starting an MSME unit - phases, training requirements, Start-up India, Stand up India, National Skill Development Program, PMEGP, Mudra Yojana,
MODULE-IV 12 Hrs	Production in MSME – Production in MSME, Optimum Size of plant, Factors affecting production process Marketing and channel selection, control, product mix, DIN, TIN, PAN, GST Monitoring and evaluation of enterprise, Reasons for failures, Sickness in Small Scale Industries. Impact of pandemic on small business Rehabilitation of sick units,
MODULE-V 12 Hrs	E-Commerce, Social and Rural Entrepreneurship: E-commerce and Entrepreneurship. Rural entrepreneurship, social entrepreneurship. Challenges in entrepreneurship. Government initiation for promoting Rural and Social entrepreneurship. Women entrepreneurs-challenges- opportunities. Successful Entrepreneurs from the contemporary Indian business world.

References:

- Entrepreneurship – Prof. T.V.Rao
- Entrepreneurship – Hisrich & Peter
- Stay hungry stay foolish-Rashmi Bhansal
- Entrepreneurship-Mathew J Manimala
- Indias new capitalist – Harish Damodaran
- Business Maharaja's – Geetha Peramal
- Desai Vasant, Organization and Management of Small scale industry, Bombay, Himalaya,

FOURTH SEMESTER

4.1 Strategic Management

4.1	Strategic Management	Core	L:S/T/FW:P 3:1:0	CREDIT 4	Teaching Hours per week = 5 Total Hours =56
Course Objective	The course provides insights into the core concepts of strategic management; to evaluate various business strategies in dynamic market environments. Provides insights into various strategic management models; importance of ensuring corporate ethics and governance. Understand growth strategy for business and strategy implementation process. Evaluating and monitoring strategy implementation.				
Course Outcome:	At the end of this course the student will be able to craft a suitable business strategy. Incorporate various factors in environmental analysis. Develop a strategic business model in the competitive environment ensuring ethics and corporate governance; able to manage business portfolio; will be proficient in strengthening the core competencies of the firm; develops policies and procedures for strategy implementation.				

SYLLABUS

MODULE-I 10 Hrs	Over View of Strategic Management: Strategic Management – Nature, Concept, Vision, Mission, Goals and Formulation of Objectives; Analyzing Competitive Position; Mintzberg’s 5Ps of Strategy; Strategic Management Process.
MODULE-II 10 Hrs	Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.
MODULE-III 12 Hrs	Establishing organizational direction –Developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.
MODULE-IV 12 Hrs	Generic competitive strategies –Stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis.
MODULE-V 12 Hrs	Strategy Implementation – Structure and strategy; Leadership and Corporate Culture; Strategy Evaluation-Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Balanced Scorecard.

References:

- Strategy and Structure – Alfred C.Chandler
- Strategic Management –Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance–Michael E. Porter
- Competing for the future – Prahlad and Hammel
- TheFuture of Competition –Prahlad andVenkataraman
- Crafting and executing Strategy – Aurthor A. Thompson andothers
- The Art of Strategy –AvinashK. *Dixit and BarryJ.Nalebuff*

ELECTIVE PAPERS

MARKETING MANAGEMENT

Elective MMI: Consumer Behavior

MMI	Consumer Behavior	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective		The objective of the course is to acquaint the students with latest trends in consumer behavior. The different paradigms discussed in the course are careful blend of several theories and practices propagated by behavior theorists in understanding the contemporary practices of consumer behavior. The course also gives due importance in discussing the various models of consumer behavior which shall be helpful in building a concrete basement for the student understanding.			
Course Outcome:		At the end of this course the students will be able to understand the concepts of consumer behavior and its application in marketing management. Assess the environmental and individual determinants of consumer behavior. Appraise the consumer behavior and buying decisions.			

SYLLABUS

MODULE-I 10 Hrs	Consumer Behavior-Scope and Application of Consumer Behavior, Evolution of Consumer Behavior as a Field of Study and its relationship with Marketing, The Interdisciplinary Nature of Consumer Behavior.
MODULE-II 10 Hrs	Individual Determinants of Consumer Behavior: Consumer's Needs & Motivation, Emotions and Mood, Consumer Involvement, Consumer Learning, Personality, Self-concept and Self-image, Consumer Perception, Risk and Imagery. Consumer Innovators, Profile of Consumer Innovator- Diffusion Process, Adoption Process
MODULE-III 10 Hrs	Environmental Influence on Consumer Behavior: Culture, Subcultures, Social Class, Reference Groups, Opinion leadership- Dynamics of Opinion Leadership Process - Measurement of Opinion Leadership - Traits and Characteristics of Opinion Leaders -Relevance of Opinion Leadership for a Marketer, Celebrity Endorsement, Family.
MODULE-IV 10 Hrs	Consumer Decision Making Process: Problem Recognition- Search and Evaluation – Purchasing Process- Post Purchase Behavior; Buying Motives, Buying Roles, Types/levels of Consumer Decision Making, Perspectives to Consumer Decision Making, Online buying behavior
MODULE-V 10 Hrs	Models of Consumer Behaviour: The Economic model, Learning model, Psychoanalytic model, The sociological model, The Howard Sheth model, The Nicosia model, EBM Model, Consumer Black Box Model

References:

- Consumer Behaviour –Hoyer MacInnis
- Consumer Behaviour (10th edn)-Schiffman L.G.
- Consumer Behaviour-Loudon D. L., Della Bitta
- Consumer Behaviour-Batra S, K. & Kazmi S.H.H
- Consumer Behaviour-Nair Suja R.

Elective MMII: Sales and Logistics Management

MMII	Sales and Logistics Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
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Course Objective	Helps to understand the sales management and personal selling process. Handling and evaluating the performance of sales teams. Understand various aspects of sales force management. Gain knowledge about key areas of logistics, material handling and manage warehousing.
Course Outcome:	At the end of this course the student will be able to sell a product in the open market and carefully handle the sales personnel. Get an insight into the emerging trends in retailing and wholesaling. Design and manage distribution channels. Awareness about software packages to enhance the quality of logistics.

SYLLABUS

MODULE-I 10 Hrs	Sales Management: Objectives of sales management, Personal selling process, developing personal selling strategies. Organizing the sales force– Types of sales organizations–Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
MODULE-II 10 Hrs	Managing the Sales Force: effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas– Compensating sales force, motivating the sales force – Controlling the sales force –Evaluating the sales force.
MODULE-III 10 Hrs	Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Telemarketing, Marketing on the net, Emerging trends in retailing & wholesaling.
MODULE-IV 10 Hrs	Distribution and Logistics Management: design of distribution channel, Structure and Channel management. Components of logistics – inbound and outbound logistics, key logistics activities viz., Customer services- Inventory management – Material handling–Communication–Order processing, Packaging–Traffic and transportation Warehousing and storage.
MODULE-V 10 Hrs	Logistics Strategy: logistics information system, organizing for effective logistics, implementing logistics strategy – Computer packages used in logistics. Retailing and wholesaling, sales and logistics for rural markets.

References:

- Sales Management–Decisions, Strategies and Cases–Richard R. Still, Edward W. Cundiff and Norman A.P. Govani
- Professional Sales Management–R.E. Anderson, Joseph F. Har, Alan J. Bash
- Marketing Channels–Louis W. Stern, Adel I. ER– Ansary, T. Coughlan
- Fundamentals of Logistics Management–M. Lambert, James R. Stock, M. Eliram
- Logistics Management – Donald J.B. and D.J. Closs
- Logistics and Supply Chain Management–Martin Christopher
- Sales Management–Analysis and Decisions Making–Thomas N. Ingram
- Managing Supply Chain – J.L. Gattorna and D.W. Waldis

Elective MMIII: Advertising and Sales Promotion Management

MMII	Advertising and Sales Promotion Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To help the students understand determinants of promotion mix and sales promotion. Helps students understand planning and designing creative approaches for advertisement and advertisement campaigns. Builds ability evaluate advertising budget and developing strategies to tap the rural markets.				
Course Outcome:	At the end of this course the students will be able to evaluate the sales promotion mix; design and draft advertisement layout for effective communication; ability to choose optimal advertisement media through proper agency; develop ability to ensuring ethics and standards of advertising.				

SYLLABUS

MODULE-I 8Hrs	Promotion Mix: Elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.
MODULE-II 10 Hrs	Advertising: Types of advertisement, advertise ability and advertising aids, Advertising planning and decision making.
MODULE-III 12 Hrs	Advertising Campaign Planning: Setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copy writing and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.
MODULE-IV 10 Hrs	Advertising Media: Types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting; Measuring advertising effectiveness; Advertising strategies for rural markets.

MODULE-V 10 Hrs	Advertising Agencies: Profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, Advertising Standards Council of India (ASCI).
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References:

- Advertisement and Promotion –Belchand Belch
- Advertising –Aaker and Bathra
- Advertising Management–Chunawalla
- Advertising Management–Writeand Ziegler
- Contemporary Advertising –Williams Arens
- Advertising Management–Rajeev Batra, John G. Myer, DavidAker
- Advertising Planning& Implementation–Sangeeta Sharma & Raghuvir Singh
- Advertising Principles and Practice–Wells,Moriarty,Burnett
- Advertising Management–Jaishri Jethwanry,Shruthi Jain
- Marketing Communication – Dahlen

Elective MMIV: Product and Brand Management

MMIV	Product & Brand Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To impart knowledge about the product, product mix and marketing strategies; help understand new product development and product launching strategies; provide insights about marketing and pricing strategies; develops ability in brand management and design programs to build brand equity.				
Course Outcome:	At the end of this course the students will be able to assess potential for product development and growth. Demonstrate ability of developing and launching a new product. Formulate marketing plan and ensure effective brand management will demonstrate potential to design and implement branding strategies.				

SYLLABUS

MODULE-I 10 Hrs	Introduction to Product Management: basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers
MODULE-II 10 Hrs	New Product Planning and Development: Organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.
MODULE-III 10 Hrs	Marketing Planning: Planning process, components of marketing plan–competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting–Targeting–Positioning (STP)–basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy.

MODULE-IV 10 Hrs	Brands and Brand Management: Customer based brand equity – brand positioning and values– choosing brand elements to build brand equity.
MODULE-V 10 Hrs	Designing Marketing programs to build brand equity: Measuring sources of brand equity – design and implementing branding strategies – managing brand overtime.

References:

- Product Management–Donald R. Lehman, Russel S. Winnerand
- Strategic Brand Management –KevinL.Keller
- The Brand Management Checklist–BrabVanauken and Managing Indian Brands–Ramesh Kumar
- Application Exercises in Marketing –Ramesh Kumar
- Brands& Branding by The Economist
- Strategic Brand Management by Jean Noel Kap ferer
- Building, Measuring ,and Managing Brand Equity by KevinL.Keller
- Handbook of new product management–Christopher H.Luch.

Elective MMV: Hospitality and Tourism Marketing

MMV	Hospitality and Tourism Marketing	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	This course offers an understanding of marketing theory and practice in the hospitality and tourism industry. It highlights with the fundamental principles of the marketing of tourism along with the principles of marketing planning. Understanding the approaches associated with market segmentation and the marketing mix is given significant attention. Focus is also imposed on the purchasing behaviour and to study suitability of latest marketing methodologies, to formulate marketing plans and promotional schemes in tourism and other related organizations				
Course Outcome:	At the end of the course students will be able to Elucidate the characteristics of the tourism and hospitality industry and how it is affected by Hospitality and Tourism Marketing environment at different scale and scope. Assess the aspects of marketing plan and marketing mix elements in designing and managing products in Tourism and Hospitality				

SYLLABUS

MODULE-II10 Hrs	Overview of Hospitality and Tourism Marketing: Role of Hospitality and tourism marketing, Service characteristics of the hospitality and tourism industry; Hospitality and Tourism Marketing Environment (Micro and Macro Environment); Internal and external environment affecting the hospitality and tourism industry; Hospitality and travel marketing system
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MODULE-II 10 Hrs	Consumer markets and Consumer Buying behaviour: Buyer decision process of travellers, group business markets and meeting planners; Customer satisfaction and related strategies in internal and external marketing, Interactive and relationship marketing; Service characteristics of tourism.
MODULE-III 10 Hrs	Measuring and Forecasting Tourism demand: Forecasting Methods; Market Segmentation, Targeting and Positioning (STP): Marketing Segmentation and the Hospitality Industry, Positioning in Line with Consumer Preferences. Tourism strategies for creating and investing in tourism attractions; Unique features of tourist demand and tourism product, Sales process in the hospitality and tourism industry
MODULE-IV 10 Hrs	Service Characteristics of Tourism: Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies, Destination marketing and management at local, regional, national and trans-national levels, Sustainable tourism.
MODULE-V 10 Hrs	CRM in Tourism Sector: ICT in tourism business operations, global access, individual consumers with information and reservations, ICT uses in the accommodation sector, ICT in accommodation provider (luxury hotel, budget hotel, bed and breakfast, backpacker hostel), Social media marketing

References:

- Mill R. C. and Morrison A. M., (1992). The Tourism System: An Introductory Text, Prentice Hall.
- Syrratt Gwenda (1995). Manual of Travel Agency Practice, Butterworth Heinmann, London.
- Inskeep Edward, (1991). Tourism Planning: An Integrated and Sustainable Development Approach, VNR, New York.
- Kotler Philip, (2016). Marketing for Hospitality and Tourism, Pearson Education
- Grant Gordon, Nigel Nicholson, (2008) Family Wars – Kogan page.
- J.K. Lasser's Financial and Tax Strategies for Family Business by Barbara Weltman Publisher: Wiley (2001).
- Ghosh A., (2016). Strategies for Growth: Help Your Business Move Up the Ladder, Penguin Random House Publishers, India

Elective MMVI: Service Marketing

MMVI	Service Marketing	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To study the emerging trends in services marketing; Enables students to understand customer expectations; Learn to design service development strategies; Identify the gap between customer's expectations and service delivery; Understanding the integrated gap models to improve the service quality.				
Course Outcome:	At the end of this course the students will be able to analyse and evaluate consumer behaviour in the services sector; ensuring customer service delivery through various channels; and able to promote services across various service sectors.				

SYLLABUS

MODULE-II 10 Hrs	Introduction to Services marketing: Definition of services, Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix, Recent trends in services marketing, Sectoral view of service industry.
MODULE-III 10 Hrs	Consumer Behaviour in Services: Gap analysis for understanding consumer behaviour. Customer expectations – Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blue printing. Customer defined service standards. Physical evidence service scope.
MODULE-IV 10 Hrs	Delivering and Performing Services: Employees role in service delivery–Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels.
MODULE-V 10 Hrs	Managing Demand and Capacity: managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality.
MODULE-VI 10 Hrs	Marketing of Services: health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.

References:

- Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J. Bitner
- Services Marketing –People, Technology and Strategy–Lovelock
- Services Marketing –Ravishankar
- Marketing of Services–Jha
- Marketing of Services –G.S.Bhatia
- Marketing of Services–Sahu and Sinha

FINANCIAL MANAGEMENT

Elective FM I: Advanced Corporate Finance

FMI	Advanced Corporate Finance	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To familiarize the students with advanced concepts of financial management and gain insights of working capital management and cash management. To Understand the importance and relevance of dividend decisions under legal framework.				
Course Outcome:	At the end of the course students will be able to estimate working capital requirements of the firm, prepare cash budgets, and apply the knowledge of inventory and receivables management techniques to take decisions, design suitable dividend and credit policies for the firm.				

SYLLABUS

MODULE-I 10 Hrs	Working Capital Management: Concept of Working Capital, Types of Working Capital, Determinants, Estimation of working capital requirements of a firm-Cash Cost Approach, Total Cost Approach, Financing of Current Assets- Issues and Problems in India.
MODULE-II 10 Hrs	Cash Management: Introduction, Motives for holding cash, managing cash collection and disbursement-investing surplus funds, forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller-Orr Model-Strategies for managing surplus fund.
MODULE-III 10 Hrs	Inventory Management: Need and functions of inventories -Types of inventories (Raw-materials, work-in-progress (WIP), finished goods & Maintenance, Repairs and Operations (MRO). Determination of inventory control levels: ordering, reordering, danger level. Techniques of inventory management-EOQ model monitoring and control of inventories-ABC- JIT techniques.
MODULE-IV 10 Hrs	Receivables Management: Nature and objectives of Receivables Management – Credit management through credit policy variables- Cost associated with maintaining Receivables; Evaluation of Credit Policies.
MODULE-V. 10 Hrs	Dividend Decisions: Types of Dividends, Theories of dividend policy: Theory of relevance and irrelevance, Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies, stable dividend, stable payout and growth. Bonus shares and stock split.

Reference:

- Financial Management –Brigham and Erhardt
- Corporate Finance – Brigham and Erhardt
- Fundamentals of Financial Management–Van Horne and Wachowitz
- Financial Policy and Management– VanHorne,12th edition.
- Financial Management –Prasanna Chandra

Elective FM II: Indian Financial Market and Services

FMII	Indian Financial Market and Services	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To understand and have an overview of the Indian financial system Throws light about Banking functions and regulatory framework; imparts knowledge about merchant banking and functions of credit rating agencies; Comprehends fraudulent activities under companies act.				
Course Outcome:	At the end of this course the student will be equipped about Indian financial system; Thorough about various financial instruments and stock market operations; Proficient enough to design corporate debt restructuring mechanism. Will be capable of assessing credit rating and take up the role of merchant bankers practically. Investigate into fraudulent activities under SEBI framework.				

SYLLABUS

MODULE-I 10 Hrs	Indian Financial System: Overview, Constituents of Financial System, Financial Intermediaries, Financial Institutions, Financial Markets, Financial Instruments.
MODULE-II 10 Hrs	Indian Banking System: Types of banks –Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Current problems of public sector banks, capital adequacy norms, NPA. Corporate debt restructuring, and securitization of debt and asset reconstruction companies. Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency
MODULE-III 10 Hrs	Indian Stock Markets- Functions of Stock Exchange; Brief discussion of BSE, NSE and OTCEI. The role of SEBI in regulating the Capital Market and Stock Exchanges- Insider Trading-Important Cases dealt by SEBI.
MODULE-IV 10 Hrs	Indian Financial Services –Functions, Characteristics; Types of Financial Services - Merchant Banking – Functions and Operations, Leasing, Mutual Funds- Types, Growth of Mutual Funds, Venture Capital- the process of venture capital financing- Methods of venture financing; Disinvestment mechanisms; Credit Rating- SEBI guidelines, limitations of rating.
MODULE-V. 10 Hrs	NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework. Micro-finance: NGOs and SHGs-Microfinance Challenges. -Future of Micro finance. Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Lease Vs Buy. Nature and forms of Hire purchase agreements,

Reference:

- Financial services-M Y Khan
- Banking and Financial Services, -Mukund Sharma
- Management of Banking and Financial services-Padmalatha Suresh & Justin Paul
- Financial Markets and Services by K. Natarajan, E. Gordan

Elective FM III: Security Analysis and Portfolio Management

FMIII	Security Analysis and Portfolio Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	This course enables the students to gain knowledge about valuation of equity, debt and mutual funds; provides understanding of the concept of market efficiency; impart awareness about EIC frame work and technical analysis for making equity investment decisions; enables portfolio construction and evaluation using various measures.				
Course Outcome:	At the end of the course the student will be able to make investment decisions into equity and debt; Will be able to predict the intrinsic value of investment and future stock price movements; Construct and manage active portfolio; Evaluate the performance of portfolio based on the performance measures				

SYLLABUS

MODULE-I 10 Hrs	Investment: Investment v/s Speculation, Investment process, Instruments- Money Market Instruments, Capital Market Instruments, Derivatives. Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns individual security, Portfolio Risk and Return.
MODULE-II. 10 Hrs	Valuation of Securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, and Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.
MODULE-III 10 Hrs	Fundamental analysis- Economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies. Technical Analysis- Concept, Market indicators, Types of charts Theories- Dow Theory, Eliot wave theory.
MODULE-IV 10 Hrs	Portfolio Management: Phases, Evolution, Role of Portfolio Management, Expected Return and Risk of Portfolio, Reduction of Portfolio Risk through Diversification, Market Efficiency: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Sharpe's Single Index Model and Arbitrage Pricing Theory.

MODULE-V 10 Hrs	Modern Portfolio Theory: Markowitz Model, Treynors, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance.
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Reference:

- Investment Analysis and Portfolio management, Prasanna Chandra
- Security Analysis & Portfolio Management, S Kevin
- Security Analysis & Portfolio Management, Punithavathy Pandian,
- Security Analysis & Portfolio Management – Fisher and Jordan

Elective FM IV: Derivatives

FMIV	Derivatives	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The students gain an insight on the basics of derivatives, cognize the operations of Forward and Future Contracts, comprehend the maneuvers of Options Contracts and trading Strategies, fathom the working of Valuation of options apprehend the functioning of Commodity derivatives.				
Course Outcome:	The students build capability to apply the basics of various derivative instruments in practical tasks, acquires proficiency on the operations of Forward and Future Contract's hedging and valuation in current scenario, Twigs the exercises of Options Contracts and trading Strategies and its practical implications, probes the operations of Valuation of options, captures the working knowledge of Commodity derivatives.				

SYLLABUS

MODULE-I 10 Hrs	Financial Derivatives: Introduction, types- Forwards, Futures, options, swaps, trading mechanisms, Exchanges, clearing house (structure and operations, regulatory framework) Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets.
MODULE-II. 10 Hrs	Forward and Future Contracts: Types, of Futures and Forward contracts, futures VS forwards, valuation of futures and forwards, Hedging using futures contracts, Index futures, Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures.
MODULE-III 10 Hrs	Options Contracts: Characteristics of options contracts, types of option contracts-Options vs futures/forwards, trading mechanism of options contract, Option pricing-factors affecting option pricing.
MODULE-IV 10 Hrs	Valuation of Options – Graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model Option Greeks.

MODULE-V 10 Hrs	Financial Swaps: features and uses of swaps, advantages of financial swaps- Types of financial swaps (Interest rate swap, currency swap and equity swap) Commodity Derivatives: Commodity futures and options, outlines of SEBI guidelines, working of NCDX, MCX.
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Reference:
<ul style="list-style-type: none"> • Fundamentals of financial derivatives, -N.R. Parasuraman • Introduction to Derivatives and Risk Management- Don M • Derivatives and Risk Management- Rajiv Srivastava, • Options & Futures- Vohra & Bagri • Derivatives, Principles and Practice- Sundaram& Das

Elective FM V: International Financial Management

FMV	International Financial Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To apprehend the role of International Financial Management in Corporate Financial Management, gain acumen on the Foreign Exchange Market structure and proceedings, achieve knowledge on Measurement of Exposure and risk in exchange rates of International Markets. To get acquainted with the Management of Foreign Exchange exposure develops competence on evaluation of international investment decision.				
Course Outcome:	Demonstrates capability to understand the role of International Financial Management in managing corporate finance, develops insight into Foreign Exchange Market, get acquainted to Measurement of exchange rates, obtains Exposure to risk in exchange rates transactions of International Markets, develops an aptitude in evaluation of international investment decision.				

SYLLABUS

MODULE-I 10 Hrs	Indian Financial Environment: Importance, rewards & risk of international finance-India's Balance of Payment, Equilibrium & Disequilibrium,CAD (current account deficit) problems. Economic and Monetary Union.
MODULE-II 10 Hrs	International Financial Markets: Foreign Portfolio Investment- International Bond & Equity Market-Global Depository Receipt (GDR)- American Depository Receipt (ADR), International Money Markets. International Financial Instruments - Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds.
MODULE-III. 10 Hrs	Foreign Exchange Market- Structure and Functions-Types of forex markets, participants, - Types of transactions and Settlements Dates-Exchange rate quotations, Determination of Exchange rates in Spot markets- Exchange rate behavior -Cross Rates, Bid, Ask, Spread. Theories of Exchange rate behavior –Fisher's effect.

MODULE-IV 10 Hrs	Foreign Exchange Risk and Exposure: Foreign exchange risk and its types (transaction risk, translation risk & economic risk). Hedging against foreign exchange exposure- transaction, translation, and Economic exposure- Management of interest rate Exposure-FRA
MODULE-V 10 Hrs	International Investment Decision –Risk Factors, country Risk, cost and Benefits, International Capital Budgeting-Evaluation Criteria.

Reference:

- International Corporate Finance-Jeff Madura
- International Finance Management-Eun& Resnick
- International Financial Management, MadhuVij,
- International Financial Management, Thummuluri Siddaiah,

Elective FM VI: Taxation Management.

FMI	Taxation Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The students develop competencies on the basics of Income Tax, gain insight on the computation of Income from Business of a corporate entity, develop a vision on the computation of Income from Capital Gains of Company, learn visualization on the set off and carry forward losses of corporate entity, develop prophecy on the Tax Implications in Business Restructuring.				
Course Outcome:	Students will be able to compute Income from Salary, Business of a Company, and house property with statutory compliance, will be able to achieve computational proficiency of Income from Capital Gains of Company and its exemptions, comprehends the treatment of corporate entity, upsurge knowledge on the GST, levy and Collection of Tax.				

SYLLABUS

MODULE-I 10 Hrs	Outlines of Income Tax Act, 1961: Basic Concepts and definitions, Residential Status, Incidence of Tax, Heads of Income, Exemptions and deductions.
MODULE-II 10 Hrs	Computation of Salary Income and Income from House Property: Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Deductions against Salary. Income from House Property (Theory only).
MODULE-III 10 Hrs	Computation of Business Income: Definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.
MODULE-IV 10 Hrs	Computation of Capital Gains: capital Asset, Transfer, Short Term and Long-Term Capital Gain, Cost Inflation Index, Exemptions.

MODULE-V
10 Hrs

GST: Introduction to Goods and Services Tax (GST), Basic concepts of GST, Features, Taxes subsumed and not subsumed in GST, Need for GST in India, Benefits and drawbacks of GST; Levy and Collection of Tax; Time, Place and Value of Supply (Theory Only)

References

- Income Tax Act of 1961
- Income Tax Act–Malhotra
- Income Tax, H. C. Mehrotra & S. P. Goyal
- Direct Taxes Law and practice-Vinod Singhania and Kapil Singhania
- Students Guide to Income Tax-Vinod Singhania and Kapil Singhania
- Goods & Services Tax (GST) in *India-B. Viswanathan*
- GST & Customs Law- K.M Bansal

HUMAN RESOURCE MANAGEMENT

Elective HRMI: Training and Development

HRMIII	Training and Development	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The course helps students to understand the importance of training and its diversity; learn about the different challenges, training need assessment, training delivery, training evaluation and training interventions.				
Course Outcome:	Students will be able demonstrate the ability to carry out training need assessment by specifying goals, identifying constraints, resource analysis; they will be implement the traditional and modern methods of training delivery and evaluate training programs with the use of different models and designs.				

SYLLABUS

MODULE-I 10 Hrs	Training: Introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.
MODULE-II 10 Hrs	Training Needs Assessment (TNA): Objectives of training needs analysis; Identification of training needs and the process, tools and techniques – organizational analysis, task analysis and individual analysis, Setting training objectives.
MODULE-III 10 Hrs	Training Delivery: Traditional Vs Modern methods, Training implementation, approaches, seating arrangements, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT).
MODULE-IV 10 Hrs	Training Evaluation: Criteria, Evaluation of criteria, evaluation process .different methods of training evaluations—cost benefit analysis, Role of trainer and line manager in evaluations
MODULE-V 10 Hrs	Management development —Difference between training and development-objectives of Management Development— Methods of MD, Future of training and development

References:

- Training in Organization– IrwinL. Goldstein, J. Kevin Ford.
- Effective Training: System Strategies & Practices– PNick Blanchard James W Thacker.
- Training For Organizational Transformation– Rolf P Lynton Udai Pareek.
- The Trainers portable mentor– Gargulo & Others

Elective HRMII: Organizational Change and Development

HRMII	Organizational Change & Development	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To understand the importance of planned systemic change; learn about value, assumption and belief in organizational development; understand the different types of intervention adopted and consultant and client issues.				
Course Outcome:	Students will be able to manage planned change in organization effectively; will understand the importance of values, assumptions and beliefs in organization development; demonstrate ability to apply intervention techniques in managing Organization development.				

SYLLABUS

MODULE-I 10 Hrs	Organizational Change: Planned organizational change, Change agents, Dynamics of resistance to change planned change; Quality work life.
MODULE-II 10 Hrs	Organization Development: History of Organization, Development – Values – Assumptions– Beliefs in organization development.
MODULE-III 10 Hrs	Theory and Management of Organization Development: Foundations of organization development – Managing the organization development process – Action research and organization development.
MODULE-IV 10 Hrs	Organization Development Intervention: Team intervention – Inter-group and third party peacemaking intervention– Comprehensive intervention– Structural interventions– Training experiences.
MODULE-V 10 Hrs	Key Considerations and Issues: Issues in consultant – Client relationships – System ramifications– Power, politics and organization development– Research in organization development.

References:

- Organization Development – Franch and Bell;
- Organization Behaviour–Fred Luthans
- Human Behaviour at Work–Keith Davis; Organizational Design for Excellence–Khandawalla
- Organizational intelligence–Silber Kearny
- The dance of change– Peter Senge and others
- The fifth discipline –Peter Senge

Elective HRMIII: HR Analytics

HRMV	HR Analytics	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	HR analytics enables HR professionals to make data-driven decisions to attract, manage, and retain employees. It is a practical application of statistical analysis that focuses on providing actionable recommendations. HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making. 3Analysts in this field focus on how to apply the insights they derive from data. Students use applicable benchmarks/metrics to conduct research and statistical analysis related to Human Resource Management.				
Course Outcome:	The student will be able to identify the relevance, importance, and application of HR Analytics in the Organization. The student will be able to apply and solve workplace problems through the application of HR Analytics in the Organization. The student will be able to classify and categorize different models and approaches to HR Analytics in the Organization.				

SYLLABUS

MODULE-I 10Hrs	Introduction to HR Analytics: Aligning HR to business through HR analytics, Application of HR and Predictive Analytics. HR Analytics Framework and Models.
MODULE-II 10 Hrs	Rise of HR Analytics: Pitfalls of HR Analytics, Levels of Analysis, Conducting HR Analytics, Applying HR Analytics, Scope of Big Data in HR Analytics, Text Analytics in HR Analytics.
MODULE-III 10 Hrs	Recruitment and Training Analytics: Recruitment Analytics- Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover, , Staffing Analytics, Training & Learning Analytics
MODULE-IV 10 Hrs	Promotion and Succession Planning Analytics: Performance & Skill Gap Analytics; Compliance Analytics; Analytics frameworks like LAMP, HCM:21 Model.HR
MODULE-V 10 Hrs	HR Analytics and Predictive Modelling: HR Predictive Modelling, Tools Techniques, Data and information of HR Predictive Modelling HR Analytics for Future: Understanding Future HR

References:

- HR Analytics-Dipak Kumar Bhattacharya, SAGE Texts, India 2017
- Practical Applications of HR Analytics, Pratyush, Banerjee; Jatin Pandey; Manish Gupta, SAGE Texts, India 2019
- How Analytics Are Transforming the Supply Chain and Improving Performance, 1st ed. HBS Press Raman, A and Fisher, M. (2010).
- The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments.

Elective HRMIV: Strategic Human Resource Management

HRMIV	Strategic Human Resource Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	Understand the meaning and nature of strategic HRM; complex relationships between business strategy and human resource management; contribution that strategic human resource management can make to promoting and achieving the organization's strategic intent. They get to know the strategic HR issues in International assignments.				
Course Outcome:	Students will be able to understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioral perspective and cybernetic systems.				

SYLLABUS

MODULE-I 8Hrs	Context of Strategic HRM: Strategic Human Resource Management -Definitions, Concept, Characteristics, Significance and Evolution; Prerequisites; Models of SHRM: Workforce demographics & diversity on HRM.
MODULE-II 10 Hrs	Strategic Role &Planning: Strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR Planning; Aggregate & Succession Planning.
MODULE-III 12 Hrs	Strategic Perspectives on Recruitment, Training &Development: Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, need assessment, design &delivery.
MODULE-IV 10 Hrs	Strategic Perspectives on Performance Management, Feedback &Compensation: Use of System, who, what & how to evaluate, measures of evaluation, Internal equity, external equity, and Individual equity. Self Management- Managing Stress, constant learning and exercise. Best Practices in Strategic HRM- Balance Score Card.
MODULE-V 10 Hrs	Employee Separation: Reduction in workforce, turnover, retirement, International Vs Domestic HRM, Strategic HR issues in International Assignment.

References:

- Strategic HRM–Jeffery Mello, Thompson Publication, New Delhi
- LuisR .Gomez-Mejia, David B. Balkin, RobertL. Cardy, Managing Human Resources,PHI,2001.–(Unit1)
- S.K. Bhatia–Strategic Human Resources Management, Deep &Deep Publication Pvt.Ltd.,2007..
- Charles R, Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Kandula S.R. (2001). Strategic Human Resource Development. Eastern Economy Edition, Prentice Hall India.
- Boxell & Purcell, J. (2003). Strategy And Human Resource Management. Palgrave Mcmillan
- Strategic HRM–Michael Armstrong, Koganpage, London
- Strategic HRM– Agarwal, Oxford University Press, NewDelhi.
- Strategic Management–Gregory Dess and Alex Miller.
- Strategy Driven Talent Management–Edtd Silzer Dovell

Elective HRMV: Human Resource Development

HRMI	Human Resource Development	Elective	L:S/T/FW: P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective		Understand the basic concepts and nature of HRD, its importance in the present day context. They gains insight into HRD in Government, PSU's and IT sector. Understand the importance of coaching, mentoring and counseling in development of human resources. Understand learning and development in the knowledge setting and understand the importance of career planning and development.			

Course Outcome:	Students will be in a position to manage employees effectively. Understand the importance of coaching, mentoring and counseling in managing HR. Able to identify Key Performance areas and key result areas that contributes to effective management of HR. Demonstrate ability to apply modern techniques of performance management in managing HR.
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SYLLABUS

MODULE-I 10 Hrs	Human Resource Development: Sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs. Balance Score card.
MODULE-II 10 Hrs	Performance Management: Traditional and Modern Techniques, Open Appraisal –Identification of Key Performance Areas and Key Result Areas – Managerial appraisal- Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development, Bi-directional performance management.
MODULE-III 10 Hrs	Mentoring, Coaching & Employee Counseling Services: Nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling.
MODULE-IV 10 Hrs	Career Planning and Development: Meaning and process –Career path, Career width and Length– Succession planning –Career Development.
MODULE-V 10 Hrs	HRIS- HR Information systems; HR Valuation and accounting; HR Audit; Culture Audit; Career assessment;-Models.

References:

- Human Resource Development –Randy L. Desimone, Jon M.Werner & David M .Harris.
- Designing and Managing Human Resource Systems – Pareek, Udai and Rao T.V.
- Recent Experience in Human Resource Development – Rao T.V. and Pereira,D.H.
- Performance Appraisal –Theory and Practice– Rao T.V.
- Effective Human Resource Development–Neale E.Chalofsky, Carlene Reinhart.
- Human Resource Management–Satyadian S.Mirza
- Human Resource Planning and Development- Deepak Kumar Bhattacharya

Elective HRMVI: PERFORMANCE AND COMPENSATION MANGEMENT

HRMVI	Performance and Compensation Management	Elective	L:S/T/FW: P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance management in their organizations. The course also focuses on how compensation can motivate employees to achieve objectives. This course illuminate's knowledge about the use of compensation as cost-effective tools to make employees perform better towards the growth of the organization.				
Course Outcome:	At the end of the course students will gain knowledge of Compensation management models and theories to solve problems related to compensation. They will understand the importance of data related to performance and compensation systems to take wage determination, pay for performance, and cost implication decisions. This course will help the students to identify different issues in performance and compensation management.				

SYLLABUS

MODULE-I 10 Hrs	Introduction to Performance Systems: Performance Management Systems- Concepts and Functions; Dimensions and excellence in performance, Pillars of human performance; Performance Management and Employee Development – Career development and succession Planning, Emerging issues- Importance of performance management, linkage of performance management to other HR processes.
MODULE-II 8 Hrs	Performance Management Process: Overview of performance management process, performance management planning process, employee engagement and performance management. Traditional Vs Modern Performance Management Systems- Advantages and Disadvantages-Performance appraisal methods; Potential appraisal and HRM
MODULE-III 12 Hrs	Compensation: Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy..
MODULE-IV 10 Hrs	Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.
MODULE-V 10 Hrs	Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gain sharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance :Steps involved in the design for pay for performance.

References:

- Performance Management- Robert Bacal McGraw-Hill Edn (India) Pvt Ltd.
- Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Sage Publications- Rao T.V. (2004)..
- Employee Reward. Michael Armstrong (2002).
- Strategies for Performance Management. D.K. Srivastava (2006).
- Performance Management System. R.K. Sahu (2010).
- Performance Management - Prem Chadha (2003). SuriG. K., Venkat Ratnam and N. K

Retail and Supply Chain Management

Elective RSCMI- Services & Retail Marketing

RSCMIII	Services and Retail Marketing	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4
Course Objective	The students understand the need, scope and categorization of services; acquire knowledge about dimensions of service quality and service quality mix; understand strategies to improve the service marketing and building customer relationship. Study the concept and emerging trends in retailing. Know about merchandising.				
Course Outcome:	At the end of this course students will be able to implement service strategies to meet new challenges. Practice and improve the service marketing mix. Identify con temporary retail management issues, and strategies. Establish store management and visual merchandising practices for effective retailing.				

SYLLABUS

MODULE-I	Service: Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning, Customer expectations and perceptions of services
MODULE-II	Service Marketing Mix: product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.
MODULE-III	Strategies for Marketing: Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.
MODULE-IV	Introduction to Retailing: types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives
MODULE-V	Merchandise Management: Sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

Reference:

- Hoffman, 2007, "Services Marketing", Thomson Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.
- David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.
- Zeithaml Valorie A. and Bitner Mary, 2000, Services Marketing TMH.
- Rampal M. K. and Gupta S.L, 2000, Service Marketing, Concepts application and cases, Galgotia Publishing Company, New Delhi.
- Levy & Weitz, 2005, Retailing, TMH
- AJ Lamba, 2006, The Art of Retailing, TMH
- Patrick M. Dunne and Robert F. Lusch, 2005, Retailing, Thomson Learning
- Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
- Gilmore, 2005, Services marketing and Management, Response Books

Elective RSCMII: Quality Management

RSCMII	Quality Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	This course deals with primary tools and methods used to monitor and control quality in organizations and the ways in which quality can be improved. It comprises of historical development of quality management, the seven basic tools for quality improvement, and management strategies for implementing world class quality improvement strategies. Emphasis is also given to control chart analysis and process capability study.				
Course Outcome:	On successful completion of the course, the student should be able to identify concepts of quality management and improvement.				

SYLLABUS

MODULE-I	Quality: Total quality, Rationale for total quality, key elements of total quality, quality circles, quality gurus. Concept of Costs of Quality, TQM strategies, Customer satisfaction, Employees participation- Quality function deployment, Failure mode Effect Analysis.
MODULE-II	Quality Tools: Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Kaizen practice..
MODULE-III	Acceptance Sampling and Bench Marking: Single sampling, double sampling plans, Process capability studies, Benchmarking, Rationale of benchmarking, Approach and process, Prerequisites of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking, perpetual benchmarking.
MODULE-IV	Six Sigma: Origin, Goals of six Sigma, Root cause Analysis, need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation ,cost of quality at various levels of sigma, Competitive level - concept of world class, Six Sigma Methodology- DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma,
MODULE-V	Concept of sigma rating, Six sigma in Service sector- Successful implementation of six sigma in global companies

Reference:

- Quality Management for Organizational Excellence: Introduction to Total Quality- David L. Goetsch and Stanley B. Davis
- Statistical Quality Control- Eugene Grant
- Quality Planning and Analysis- Juran, J. M. &Gryna, F.M.
- Total Quality Management- Joel E. Ross, Susan Perry

Elective RSCMIII: Operations Strategy

RSCMVI	Operations Strategy	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
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Course Objective	The course enables the students to understand various functional areas of production and operations management. Understand the planning capacity, location feasibility study and designing the best layout. They gain knowledge about designing the contract and mass customization of production process and customer service. Learn to practice automation and know about employee competencies and nurturing innovations.
Course Outcome:	At the end of this course the student will be able to adopt modern production and process technologies. Better able to administer production indifferences and maintenance. Demonstrate capability of designing process network strategies. Formulate and practice best strategies for supplier and customer. Will be skillful in improve employee competency levels and expand the production process to meet the global standards.

SYLLABUS

MODULE-I	Introduction to Operations Management: role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies
MODULE-II	Control of production operations: Plant capacity and Line Balancing. Plant layout - different types of layouts, .Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.
MODULE-III	Strategy & Operations: a framework for operations strategy; Tradeoffs, productivity & competition; Processing Network Strategies-Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging
MODULE-IV	Supplier & Customer Strategies: outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management
MODULE-V	Learning & Growth Strategies: global standardization/ automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations.

References:

- Operations Management, Stevenson J. William, 2007, 9th Edition, TMH
- Operations Management strategy and analysis, Lee J. krajewski and Larry P.Ritzman, 2007, 9th Edition, Pearson
- Operations Strategy by Slack and Lewis. Prentice Hall, 2003
- Manufacturing Strategy by Hill. Irwin McGraw-Hill, 2000
- Manufacturing Strategy: How to formulate and implement a winning plan by Miltenburg. Productivity Press, 1995
- Operations Strategy by David Garvin. Prentice Hall, 1992
- Restoring our competitive edge: competing through manufacturing by Hayes and Wheelwright. John Wiley & Sons, 1984.

Elective RSCMIV: Retail Management

RSCMIV	Quality Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The objective of this course is to gain an in depth knowledge about retailing and organizational structure for retail buying. Understand the importance of managing inventory in retail business management. Know about forecasting and modeling techniques to improve merchandising and assortment. They understand visual merchandising. Know about key operational objectives of buying and selling. Develop feasible partnership strategies for achieving competitive advantage.				
Course Outcome:	At the end of this course the students will be able to design and develop the best retail marketing mix. Apply various ratios to improve better inventory management. Practice customer-centric assortment tuning strategies. Ensure better space management in visual merchandising.				

SYLLABUS

MODULE-I	Introduction to Retailing- Size, economic importance and competitive structure; Common retail formats; The retail marketing mix; The role of the retail buyer and the work of the buying office / merchandise department; Organizational structures and the organization of retail buying.
MODULE-II	Inventory Management- Key performance ratios,- margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI); Stocktaking methods, The causes of mark down, strategies to limit mark downs; The implications for effective management of GMROI on the financial health of the business; Merchandise management for maximum GMROI.
MODULE-III	Merchandising- Product assortment strategies related to retail format; Branding and retailers' own brand development; Range assortment planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.
MODULE-IV	Visual Merchandising- Space management, its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layouts and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.
MODULE-V	Buying and Supplying- Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response(QR), Efficient Customer Response(ECR) and Vendor Managed Inventory(VMI).

References:

- Retailing Management, 5thEd. Michael Levi and Barton A. Weitz. Irwin McGraw-Hill, New York, NY. 2004.
- Berman and Evans, Retail Management, Prentice Hall 2004
- Levy and Weitz, Retailing Management, Irwin 2004
- Dunne, Lusch and Gable, Retailing, South-Western 2002
- Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002
- Robert Spector and Patrick D McCarthy, The Nordstrom Way: The Inside Story of America's #1 Customer Service Company, John Wiley & Sons, Inc. 1995

Elective RSCMV: Promotion and Relationship Management

RSCMV	Promotion and Relationship Management	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
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Course Objective	The students get to learn the impact of communication model in marketing. Understand implementing creative advertisement strategy in media. Gain knowledge about an integrative approach about personal selling, motivation and compensation under personal selling. Imparts knowledge about customer relationship management, customer interaction and negotiation; and understand the importance of customer prioritization and customer centric business.
Course Outcome:	At the end of this course the students will be able to formulate marketing communication model to reach the customers; execute and implement creative advertisements in media. Devise best personal selling strategy; will be able to prepare a blueprint of Customer Relationship Management and practice on customer centric business.

SYLLABUS

MODULE-I	The Marketing Communication Process: A Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy, the International market environment for Promotion & IMC
MODULE-II	Advertising: Message and Media Strategies: Advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation
MODULE-III	Customer Relations Management: Meaning, definition, Practice, Technology. Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centers, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application providers and CRM.
MODULE-IV	Foundations of Customer Centric Business: Internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management (PRM), The Technology in PRM.
MODULE-V	Personal Selling & Sales Management: personnel Selling Process and approaches, Sales management-Objectives, Policies & Strategy, Sales Management process, Motivating, Compensating. Sales Budgets, Quotas and Sales Territories.

References:

- Semenik, 2006, "Promotion and IMC", Thomson.
- Belch, 2005, Advertising and Promotion, TMH.
- Clow, 2007, "Integrated Advertising, Promotion and Marketing", 3rd Edition, Thomson.
- Still, Cundiff and Govni, Sales Management, PHI / Pearson.
- Batra, Myers and Aaker, 2005, Advertising Management, PHI / Pearson.
- Clow, 2007, Integrated Ad, Promotion and Marketing Communication, 3rd Edition.
- Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.
- Paul Greenberg, 2005, CRM at the Speed of Light, TMH
- Ken Bernett, 2005, The Hand Book of Key Customer Relationship Management, Pearson education.
- Jagadish Seth, Atul Parivartiyar & Shainesh, 2005, Customer Relationship Management, TMH.

Elective RSCMVI: Supply Chain Management

RSCMI	Supply Chain Management	Elective	L:S/T/FW:P 2:1:0	CRED IT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The course on Supply Chain Management helps the students to comprehend the concepts of supply chain with reference to the recent trends. The course equips students to apply the concept of strategic fit, delineate the supply chain drivers and the supply chain metrics, appraise supply chain network decisions, analyze the impact of uncertainty in supply chain and decipher the importance of demand and supply planning in supply chain with reference to the global and Indian context.				
Course Outcome:	At the end of the course students will be able to evaluate the importance of Supply Chain Strategic Framework. Appraise the significance of planning demand and supply in Supply Chain. Evaluate the impact of Transportation, Sourcing and Pricing Decisions in Supply Chain Success				

SYLLABUS

MODULE-I	Supply chain strategic framework: Concept of Supply Chain, Objectives and Importance of Supply Chain, Supply Chain Process, Supply Chain Decisions, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, Obstacles to achieving strategic Fit, Achieving and Maintaining Strategic Fit in the current Indian Scenario
MODULE-II	Designing the supply chain network Role of Distribution in the Supply Chain, Factors influencing Distribution Network Design Decisions, Design Options for a Distribution Network, Distribution Decisions in Indian FMCG Sector. Network Design – Components of Network Design, Factors affecting Network Design Decisions, Impact of Uncertainty on Network Design, Global Supply Chain – Making Global Supply Chain Design Decisions with reference to Indian Scenario.

MODULE-III	Planning demand and supply in a supply chain Role of Forecasting in a Supply Chain, Characteristics of a Forecast, Forecasting Methods, Role of Aggregate Planning in Supply Chain, Aggregate Planning Problem, Aggregate Planning Strategies, Managing Supply and Demand, Predictive Variability in Practice, Lack of Supply Chain Coordination and Bull Whip Effect.
MODULE-IV	Planning and managing uncertainty in supply chain: Role of Cycle Inventory in a Supply Chain, Cycle Inventory Optimization with reference to Indian Distribution Channels, Role of safety Inventory in a Supply Chain, Impact of Supply Chain Uncertainty on Safety Inventory, Impact of Aggregation on Safety Inventory, Impact of Replenishment Policies on Safety Inventory, Managing Uncertainty in Supply Chain through Postponement, Role of IT in Inventory Management, Supply Chain IT Framework and Transaction Management Foundation.
MODULE-V	Designing and planning transportation, sourcing and pricing decisions in a supply chain: Role of Transportation in Supply Chain, Modes of Transportation and their performance characteristics, Transportation Network Design Options in Supply Chain, Transportation Decisions in Practice. Role of Sourcing in Supply Chain, In -house or Outsource, 3PL and 4PL, Pricing and Revenue Management in a Supply Chain.

Reference:

- Supply Chain Management: Strategy, Planning and Operation - Sunil Chopra, Peter Meindl, Kalra
- Supply Chain Logistics Management- D.V. Donald J. Bowersox, David J Closs, Bixby Cooper M.
- Supply Chain Management: A Global Perspective- . John Wiley & Sons.
- Supply Chain Management for Global Competitiveness- Sahay B.S.
- World Class Supply Chain Management: The Key to Supply Chain Management- David N Burt, DonaldW
- Logistics Management: Supply Chain Imperative- SopleV.V

DIGITAL MARKETING

Elective DM I: Digital Marketing Strategies

DM I	Digital Marketing Strategies	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4
Course Objective	To gain knowledge on digital marketing and to understand the different strategies related to digital advertisement and campaigning. To understand segmentation and customization of digital marketing. To gain skills on creation of Google AdWords & Google AdSense				
Course Outcome:	At the end of the course, the student will be able to apply the appropriate concepts relevant to digital marketing, will be able to contrast the social media strategies & create templates in digital marketing for Enhancing the performance in digital marketing industry.				

SYLLABUS

MODULE-I	Introduction: Overview of digital marketing, Evolution of digital marketing, Traditional Vs Digital Marketing, Importance and benefits of digital marketing, Understanding Digital Marketing Process, Skills required in Digital Marketing, Digital Marketing channels and platforms, Digital Marketing Plan, Digital Landscape.
MODULE-II	Digital Marketing Strategy and Planning: Developing a digital marketing strategy, Setting goals and objectives, Budgeting and resource allocation. Campaign planning and execution, Monitoring and adjusting digital marketing campaigns.
MODULE-III	Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan, Segmenting and customizing Messages, Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising, You Tube Advertising. The P-O-E-M Framework
MODULE-IV	Google AdWords: Google Ad-Words Fundamentals, Google AdWords Account Structure, Key terminologies in Google AdWords, How to Create an AdWords account, Different Types of AdWords and its Campaign & Ads creation process, Ad approval process, Keyword Match types , Keyword targeting & selection (Keyword planner), Display Planner, Different types of extensions , Creating location extensions, Creating call extensions, Create Review extensions, Bidding techniques – Manual / Auto , Demographic Targeting / Bidding, CPC-based, CPAbased& CPM-based accounts., Google Analytics Individual Qualification (GAIQ),

MODULE-V	Google AdSense: Understanding ad networks and AdSense's limitations, Learning which situations are best for using AdSense, Setting up an AdSense account, Creating new ad units, Displaying ads on a website, Configuring channels and ad styles, Allowing and blocking ads , Reviewing the AdSense dashboard, Running AdSense reports and custom reports, Exporting data, Reviewing payee and account settings.
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References:

- Digital Marketing, Seema Gupta
- Fundamentals of Digital Marketing, Puneet Bhatia
- Digital Marketing, Swaminathan T N, Karthik Kumar
- Social Media Marketing, Tracy L Tuten, Michael R, Solomon

Elective DMII: Social Media Marketing

DM II	Social Media Marketing	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To Gain knowledge on Social Media Marketing , Email marketing and Content marketing, To Gain knowledge on YouTube Advertising, to know what role does the different platforms of social media like Instagram, LinkedIn, Snapchat etc., play role in the minds of the consumers.				
Course Outcome:	At the end of the course, the student will be illustrate the use of search engine marketing, online advertising and other models for effective communication to the target customers				

SYLLABUS

MODULE-I	Introduction: The role of social media marketing, Social media platforms and their features, Creating and optimizing social media profiles, Social media content strategy, Social media advertising and analytics, Challenges of social media marketing in India.
MODULE-II	Email Marketing: Importance of e-mail marketing, e-mail Marketing platforms, Opt-in & bulk emailing, Management and Segmentation Strategy, Understanding e-mail Deliverability & Tracking e-mails, How to create Effective & Unique e-mail Content, Outlining the Design of Your Marketing e-mails, Open rates and CTR of e-mail, Drive leads from e-mail, creating a broadcast email, auto responders, setting up auto responders.

MODULE-III	<p>Mobile Marketing- Mobile Usage, Mobile Advertising- Mobile Advertising Models, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns-Mobile Analytics.</p> <p>Content Marketing: Generating Content Ideas, Planning a Long-Term Content Strategy, Building a Content Creation Framework, Becoming an Effective Writer , Extending the Value of Your Content through Repurposing, How to Effectively Promote Content, Measuring and Analyzing Your Content.</p>
MODULE-IV	<p>YouTube Advertising (Video Ads): YouTube advertising, its usages, Creating YouTube campaigns, Choose the audience for video ads, Instream ads, Invideo ads, In-search ads, In-display ads, Measuring your YouTube ad performance.</p>
MODULE-V	<p>Face Book Marketing: Facebook for business &facebook insights; Linkedin Marketing: Linkedin Strategy, Linkedin Analytics; Twitter Marketing: Building Content Strategy, twitter usage, Twitter Analytics ;Instagram & Snap chat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations.</p>

References:

- Digital Marketing, Seema Gupta
- Fundamentals of Digital Marketing, Puneet Bhatia
- Digital Marketing, Swaminathan T N, Karthik Kumar
- Social Media Marketing, Tracy L Tuten, Michael R, Solomon

Elective DM III: Business Marketing

DM III	Business Marketing	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To enable the students to understand the difference between business and consumer marketing; understand the organizational customers buying behavior; enhance knowledge about marketing planning from the economic and industry perspectives; help students gain knowledge about supply chain management, marketing and distribution channels.				
Course Outcome:	At the end of this course the students will be able to assess and evaluate organizational consumer buying behavior; formulate industrial product strategy and assess product life cycle; Ensure effective logistics and supply chain management; design and plan advertising and sales promotion; demonstrate ability in bidding and leasing.				

SYLLABUS

MODULE-I	<p>The Nature of Business Marketing: Business and consumer products, Basis for classification, Difference between business and consumer marketing, Business marketing in global context, Classification of business consumers, Classification of business products.</p>
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MODULE-II	Organizational Buying Behaviour (OBB): Key characteristics of organizational customer and buying process – Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process. Marketing information system for organizational market.
MODULE-III	Business Marketing Planning: Planning process, Demand analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, New product development, Managing Business services, PLC of industrial products.
MODULE-IV	Managing Business Marketing Channels: Direct and indirect distribution, E-channels, Distributors, Manufacturer representative, Channel design and administration. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets – Competitive bidding and leasing, Advertising and sales promotion, Personal selling in business marketing.
MODULE-V	Managing Business Markets: Managing personal selling function, Key account management, Sales administration, Selling through Internet. E-commerce, Prospecting on Internet, Accepting orders and payment on net.

References:

- Business Marketing Management–Michael Hutt and Thomas Speh ,8thEdn,Thomson Learning
- Industrial Marketing –Reeder and Reeder(PHI)
- Industrial Marketing – Richard Hill (AITBS)
- Supply Chain Management–Sunil Chopra and Peter Meindl (1stIndianreprint,Pearson Education)
- Business Marketing–Haynes Business Marketing –Rangan

Elective DM IV: SEO & Web Analytics

DM IV	SEO & Web Analytics	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	To understand Search Engine Optimization tools and techniques, to know how Search Engine optimization helps in enhancing the performance of organization. To gain knowledge on web analytics.				
Course Outcome:	At the end of the course, the student will be able to identify the metrics used in digital marketing, will be able to identify the key digital marketing activities needed for competitive success				

SYLLABUS

MODULE-I	Search Engine Optimization (SEO): Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy, link juice, Importance of domain and page authority, Optimize exact keywords for impactful search. Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, how to recover your site from Panda, Penguin and EMD.
MODULE-II	Web Analytics and Reporting: The need of Web Analytics, Importance of analytics in digital marketing, Setting up web analytics tools (e.g., Google Analytics), Tracking and measuring key performance indicators (KPIs), Web analytics tools, Making better decisions, Common mistakes analysts make. Reporting and data visualization
MODULE-III	Conversion tracking and optimization- conversion tracking and its importance, setting up of conversion tracking, customer engagement in e portals
MODULE-IV	E-Commerce and Payment Gateway: Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on Word Press. Case studies on ecommerce websites. Google Product Listing Ads (PLA) for ecommerce websites. Practical Process of SEO for an ecommerce website.
MODULE-V	Emerging trends in Digital Marketing: Affiliate Marketing- Affiliate marketing history, Affiliate marketing scenario in India, Different ways to do affiliate marketing.

References:

- *Digital Marketing, Swaminathan T N, Karthik Kumar*
- *Social Media Marketing, Tracy L Tuten, Michael R, Solomon*
- *Internet Marketing: a practical approach By Alan Charlesworth*
- *Social Media Marketing: A Strategic Approach By Melissa Barker, Donald I. Barker, Nicholas F Bormann, Krista E Neher.*

Elective DM V: Integrated Marketing Communications

DM V	Integrated Marketing Communications	Elective	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The objective of the course is to understand the principles and practices of marketing communications, which involves the tools used by marketers to facilitate a managerial framework for integrated marketing communications planning.				

Course Outcome:	At the end of this course, the students will be able to explain the elements and planning process of integrated marketing communications. Evaluate the Integrated Marketing Communication Mix and establish monitoring, evaluation and control measures. Compare the various media management styles and evaluate the importance of message strategy and message design in marketing communication
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SYLLABUS

MODULE-I	Introduction to Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC; Planning and organizing the Integrated Marketing Communication Processes.
MODULE-II	Developing a Theoretical understanding of Marketing Communications: Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Planning and Budgeting Process of Marketing Communications; Marketing Communications Research; Monitoring, Evaluation and Control of Integrated Marketing Communications; Measuring the Effectiveness of Marketing Communication elements; Role of Ecommerce in Marketing Communication
MODULE-III	Advertising: Definition, Importance and Scope; Types of Advertising (Online & Offline); Advertising Planning and Objective; Budgeting; Creative Strategy, Tactics and Format Advertising Appeals, Advertising Execution Styles, Advertising campaigns; Ad Agency Functions; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Advertising Research; Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship; Advertising Management: Preparation and Choice of Methods of Advertising Budget. Regulation of Advertising and Promotion: Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC;
MODULE-IV	Message Strategy: Creativity, The Creative Process, Creative strategy development- Copy Platform, Creative Strategy, Implementation and Evaluation; Message Design: The Creative concept development; the creative processes of the different forms of IMC; AIDA model; Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Media Management: Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship.

MODULE-V	<p>Other elements in Marketing Communications Strategy: Below-the-line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Communication. Corporate Advertising, Direct Marketing, Personal Selling;</p> <p>International Marketing Communication: Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications, Organizing for international marketing communication</p>
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References:

- Purani, K., Belch, G. E., & Belch, M. A. (2013), Advertising and Promotion: An Integrated Marketing Communications Perspective. Tata McGraw-Hill.
- Dutta K. (2016), Integrated Marketing Communications. Oxford University Press
- Blair, M., Armstrong, R. and Murphy, M. (2003), The 360 Degree Brand in Asia:Creating More Effective Marketing Communications, Singapore: John Wiley & Sons.
- Clow, K. E. (2004). Integrated advertising, promotion, and marketing communications. Pearson Education India.
- Smith, P. R., & Taylor, J. (2004). Marketing communications: an integrated approach. Kogan Page Publishers.
- Andrews, J. C., & Shimp, T. A. (2017). Advertising, promotion, and other aspects ofintegrated marketing communications. Cengage Learning.
- Jain, S. (2008). Integrated Marketing Communication: Trends and Innovations. Global India Publications.
- Kazmi, S. H. H., & Batra, S. K. (2009). Advertising and sales Promotion. Excel Books India.
- Shah, K., & D'Souza, A. (2009). Advertising & Promotions an IMC Perspective. Tata McGraw-Hill
- Jethwaney, J. N., & Jain, S. (2012). Advertising management. Oxford University Press.

Elective DM VI: Strategic Marketing Intelligence

DM VI	Strategic Marketing Intelligence	E	L:S/T/FW:P 2:1:0	CREDIT 3	Teaching Hours per week = 4 Total Hours=50
Course Objective	The emphasis of this course is primarily to understand advanced marketing strategy issues and processes that determine the competitiveness of marketing in diverse customer and organizational markets. A significant aim of the course is to enhance the skills to predict and integrate the competitive marketing tactics of rivals through effective market research tools. The course also aims to understand how consumer behaviour impacts marketing actions and strategies of companies through decision making tools and software that shape a broad understanding of marketing analytics to support marketing and managerial decision making.				
Course Outcome:	Elucidate the importance of Strategic Market Intelligence through effective market research. Appraise the Quantitative methods of market research. Assess Strategic intelligence through comprehending consumer behaviour. Evaluate the Cognitive drivers of market strategies through measurement and modelling tools in Marketing Intelligence. Appraise the marketing strategy implementation systems to effectively convert marketing intelligence				

SYLLABUS

MODULE-I	Introduction to Strategic Marketing Intelligence: Strategic Marketing Intelligence Framework, SMI for decision Making; Market Research Process: Problem, Design, Data Collection and Proposals; Primary and Secondary Data Resources; Qualitative Methods of Market Research: Ethnographies, Focus Groups and Depth Interviews, Data Preparation and Descriptive Statistics.
MODULE-II	Quantitative Methods of Market Research: Regression &Analysing Behavioural /Transactional Data, Analysing Behavioural/Transactional Data &Analysing Survey Data, Factor & Key Driver Analysis, Correspondence Analysis, Cluster Analysis, Multiple Discriminant Analysis and Conjoint Analysis, Building Regression Based Models, Market Response Models, Causal Methods (Marketing Response/Marketing Mix Models).
MODULE-III	Strategic intelligence through comprehending consumer behaviour: Strategic intelligence & understanding and measuring consumers; Measuring trends in consumer behaviour; Intelligence on changes in customer behaviour, consumer groups and Associations; Customer Segmentation, Targeting and Positioning; Segmenting by behaviours, values and attitudes; Customer based marketing and value metrics; Forecasting: Pricing and Elasticity, Using Linear Regression to Forecast; Customer Lifetime Value
MODULE-IV	Cognitive drivers of consumer behaviour: Models of consumer buyer behaviour; Analytical tools in gaining customer insight; Measurement & Modelling; Perceptual Mapping; Customer Choice Modelling; Sales force size determination; Sales force allocation.
MODULE-V	Marketing strategy implementation systems: Market Intelligence on competitors and Strategic Profiling: Measuring competitive reactions; Various Software in the development of strategic marketing intelligence; Digital Media Monitoring; Digital Marketing Metrics.

References:

- Managing Strategic Intelligence: Techniques and Technologies. (2007). United Kingdom: Information Science Reference. Mathur U.C., (2008)
- *Strategic Marketing*, Macmillan Publishers India Limited.
- Malhotra, Naresh (2012), *Basic Marketing Research (4th ed.)*, Prentice Hall.
- Hedin H., Vaarnas, M., Hirvensalo, I. (2014). *The Handbook of Market Intelligence: Understand, Compete and Grow in Global Markets*. Germany: Wiley.
- Aaker, D. A., Kumar, V., & Day, G. S. (2008). *Marketing research*. John Wiley & Sons.
- Jenster, P. V., Sjøilen, K. S. (2009). *Market Intelligence: Building Strategic Insight*
- United States: Copenhagen Business School Press.
- Liebowitz, J. (2006). *Strategic Intelligence: Business Intelligence, Competitive Intelligence, and Knowledge Management*. Ukraine: CRC Press.

GUIDELINES FOR PREPARATION OF MBA PROJECT REPORTS

ARRANGEMENT OF CHAPTERS*

- Cover Title Page (Format enclosed)
- Inner title page (Same as Cover Title Page)
- Certificate from Guide and Chairman and Declaration by the student
- Certificate from Company/firm, where the project work is carried out (Not required if project work is not based on accompany /firm).
- Acknowledgement.
- List of tables and figures Abbreviations/ operational definitions used.

Chapter I

Introduction

- I. Problem definition / statement. This will cover company profile too if the topic chosen pertains to a company.-5 pages
- II. Research Objectives–not more than 5 objectives, Use KSA model. -1 Page
- III. Research Methodology – State the basic and secondary research design. If it is sample survey explain, sampling design and questionnaire design. Sources of data and techniques of data analysis.–3pages
- IV. Limitations of the project study –1 page

Chapter II

Literature Review

Discuss theories, concepts, hypotheses, models etc., underpinning the project work (project report is an application of theoretical knowledge in analyzing a real life problem/ issue faced by an organization)-
15 pages

Chapter III

Company Profile

This chapter covers details like history of the company, inception, vision, mission, objectives, purpose, organizational structure and details of various departments.-**10 Pages**

Chapter IV

Data Analysis and Interpretation

This is the longest section of the project report .In these chapters data collected will be presented and analyzed without drawing any inference. Depending on the volume of data presented, there could be 3 or 4 chapters in this section. –**at least 40 pages.**

GUIDELINES FOR PREPARATION OF BUSINESS FAMILARIZATION REPORT

NAME OF THE COMPANY

BUSINESS FAMILARIZATIONREPORT

Submitted By

YYYY

REGISTER

In partial fulfillment for the award of the degree of

MASTEROFBUSINESSADMINISTRATION

UNIVERSITY OF MYSORE

ST PHILOMENA'S COLLEGE (AUTONOMOUS)

YEAR-MONTH

COMPANY CERTIFICATE

DECLARATION

CERTIFICATE FROM FACULTY GUIDE

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

LIST OF CONTENT

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	1.2 Industry Analysis	
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	2.1 Company profile	
	2.2 Organization Structure	
	2.3 Vision and Mission	
	2.4 Services of the Company	
	2.5 SWOT Analysis	
CHAPTER 3	POSITIONING OF THE INTERN	
	3.1 Details about the role of intern	
	3.2 Structure of the branch	
CHAPTER 4	INTERNSHIP OVERVIEW	
	4.1 Weekly Activities/Progress Report	
	4.2 Contribution of the intern to the organization	
	4.3 Knowledge gained from internship	
CHAPTER 5	CONCLUSION	
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LIST OF TABLES

SNO.	CONTENT	PAGE NO.
	Weekly Report	

WEEKLYACTIVITY REPORT (FORMAT)

Date from:

Date to:

Day anddate	Time	Task assigned	Taskcompleted	Observation
DAY1				
DAY2				
DAY3				

Learning from the internship

Contribution from the intern to the organization

Conclusion

Reference

Question Paper Format

MBA EXAMINATION QUESTION PAPER FORMAT	
Course Name (Course Code)	
Duration: 3 Hours	Max. Marks: 70
<i>Instruction: Answer all Sections</i>	
SECTION A	
Answer all questions. Each question carries 5 marks [5X5=25 Marks]	
1.	
2.	
3.	
4.	
5.	
SECTION B	
Answer any 3 questions. Each question carries 10 marks [3X10=30 Marks]	
6.	
7.	
8.	
9.	
10.	
SECTION C	
Case Study (Compulsory) 15 Marks (Sub questions can be added as follows)	
11.	
(a)	
(b)	