

REGULATION FOR

M.B.A (CREDIT SYSTEM) DEGREE PROGRAMME

Batch: 2021 - 2023

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[Department of Business Administration]



N.M.A.M. INSTITUTE OF TECHNOLOGY

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REGULATIONS FOR M.B.A (CREDIT SYSTEM) DEGREE PROGRAMME *of*

Justice K. S. Hegde Institute of Management - Department of Business Administration

NMAM INSTITUTE OF TECHNOLOGY, NITTE-574110.

1 INTRODUCTION:

These regulations of MBA (Credit System) Degree Program conducted at the NMAMIT, Nitte campus shall be called “**JKSHIM Regulations for MBA**”.

The provisions contained in this set of regulations govern the policies and procedures on the registration of students, imparting instructions of the course, conducting of examinations and evaluation and certification of students’ performance and all amendments there to leading to the aforementioned degree program.

This set of regulations, on approval by the Academic Council and Governing Council, shall supersede all the corresponding earlier sets of regulations of MBA Degree program along with all the amendments thereto, and shall be binding on all the students undergoing MBA (Credit System) conducted at the JKSHIM - Department of Master of Business Administration at NMAMIT, Nitte campus with effect from its date of approval and is applicable for students admitted to **01st Year after November 2021**. This set of regulations, may evolve and get modified or changed through appropriate approvals from the Academic Council / Governing Council from time to time, and shall be binding on all stakeholders (the Students, Faculty, and Staff of JKSHIM). The decision of the Academic Council/ Governing Council shall be final and binding.

In order to guarantee fairness and justice to the parties concerned in view of the periodic evolutionary refinements, any specific issues or matters of concern shall be addressed separately, by the appropriate authorities, as and when found necessary.

The Academic Council may consider any issues or matters of concern relating to any or all the academic activities of the NMAMIT courses for appropriate action, in addition to the provisions made in this set of regulations.

TITLE OF THE PROGRAM:

The course shall be called **Master of Business Administration** course abbreviated as MBA - Credit System.

DURATION OF THE PROGRAM:

The duration of program will be 02 years with four semesters. Each semester shall normally consist of 19 weeks` duration.

Suggested break down of academic year into semesters:

1. No. of semesters / year	Three; Two being Main Semesters and one being a Supplementary Semester; after 02 Main Semesters
2. Semester duration	Main semester :19 Weeks; Supplementary Semester: 08 weeks
3. Academic Activities (Weeks):	Main semester Registration of Courses & Course Work (16.0) Preparation, Examination and Declaration of Results (3.0) Total (19) Supplementary Semester Registration and course work (7.0) Preparation, Examination and Declaration of Results (1.0) Total (8) Inter- Semester Recess: After each Main Semester (2) Project work after the end of Fourth Semester (8) (Note: In each Semester, there shall be a provision for students for registration of courses at the beginning, dropping of courses in the middle and withdrawal from courses towards the end, under the advice of faculty members. These facilities are expected to enhance the learning capabilities of students, minimize their chances of failure in courses registered and also ensure their better monitoring by Faculty Advisors).

A candidate shall be allowed a maximum duration of four years from the first semester after admission to become eligible for the award of MBA degree, failing which the candidate has to re-register as a fresh candidate for obtaining the Degree.

The calendar of events in respect of the course shall be fixed by the Academic Senate/Governing

Council/Departmental Post-Graduate Committee (DPGC) of JKSHIM from time to time, but normally in line with the Academic Calendar of the VTU.

MBA 2.0 ELIGIBILITY FOR ADMISSION:

Admission is open to the Master of Business Administration course, to all the candidates who possess a Bachelor's Degree of minimum three years duration recognized by VTU or any other examination recognized by VTU as equivalent thereto and shall have passed the prescribed qualifying examinations with not less than 50% of the marks in the aggregate of all the years of the degree examinations. However, in the case of the candidate belonging to SC/ST and any other groups classified by the Government of Karnataka for such purpose from time to time the aggregate percentage of marks in the qualifying examinations shall not be less than 45%.

There shall be an Entrance Examination for admission to MBA Course. The Admission Committee (CPAC) of the State shall conduct the Entrance Examination and shall also conduct the counseling of the candidates for Govt. seats.

For the Management seats, candidates appeared for MAT/CAT/KMAT/PGCET is considered and a merit list is prepared by the Admission Committee of JKSHIM. Based on the performance of the candidates in the entrance examination, group discussion, personal interview and merit in the qualifying examination, ranking shall be done and accordingly admission shall be made in the order of merit. The maximum number of seats under various categories (regular, and SC/ST etc.) shall be as per the directives of the AICTE, State Government and VTU.

All graduates other than the graduates of VTU shall have to obtain Eligibility Certificate from the VTU to seek MBA admissions.

MBA 3.0 REGISTRATION:

MBA 3.1 Every student after consulting his Faculty Advisor is required to register for the approved courses with Departmental Post Graduation Committee (DPGC) at the commencement of each semester on the days fixed for such registration and notified in the academic calendar.

MBA 3.2 Lower and upper limits for credits registered in a semester:

A student must register for a **minimum of 20 credits and up to a maximum of 30 credits.**

However, the minimum/maximum credit limit can be relaxed by the DPGC, only under exceptional circumstances.

MBA 3.3 Mandatory Pre-Registration for higher semesters:

In order to facilitate proper planning of the academic activities of a semester, it is essential for the students to declare their intent to register for a course well in advance, before the actual start of the next academic session, through the process of Pre- Registration which is mandatory for all students of all semesters.

MBA 3.4 Course Pre-Requisites:

For a student to register for some course(s), it may be required either to have exposure in, or to have completed satisfactorily, or to have prior earned credits in some specified course(s). In such instances, the DPGC shall specify clearly any such course pre- requisites as a part of the curriculum.

MBA 3.5 Students who do not register on the day announced for the purpose may be permitted late registration up to the notified date in the academic calendar on payment of late fee prescribed from time to time.

MBA 3.6 Registration in absentia shall be allowed only in exceptional cases on the recommendation of DPGC through the authorized representative of the student.

MBA 3.7 A student shall be permitted to register in the subsequent semester only if he has-

- Satisfied all the academic requirements to continue with the Program of Study without termination,
- Cleared all Institute and Hostel dues/fines (if any) of the previous semesters,
- Paid all required advance payments of the Institute and Hostel for the semester; and
- Not been debarred from registering on any specific ground by the Institute / VTU.

MBA 3.8 Medium of instruction, examination and evaluation shall be in English.

MBA 4.0 COURSE STRUCTURE:

MBA 4.1 Credit Requirement for the MBA Degree is **100. (As per the AICTE-Model Curriculum)**

MBA 4.2 The total course package of MBA Degree program shall normally consist of the following components:

Course Category	Percentage of Total Credits		Average No. of Credits (Typical)
	Minimum	Maximum	
Core Courses (Hard/Soft)	45	60	50
Electives (Specialization/Others)	20	35	25
Seminar	02	10	05
Field Work/Internship & Project Work	10	25	20
Total			100

MBA 4.3 The DPGC shall discuss and recommend the exact credits offered for the program for the above components, the semester-wise distribution among them, as well as the syllabus of all postgraduate courses offered by the department from time to time before sending the same to the Board of Studies (BOS). The BOS shall consider the proposals from the department and make recommendations to the Academic Council for consideration and approval.

MBA 5.0 DEGREE REQUIREMENTS

MBA 5.1 The degree requirements of a student for the MBA Degree program are as follows.

(a) VTU Requirements:

- (i) Earned credit requirement for MBA Degree is **100**
- (ii) Satisfactory completion of all Mandatory Learning Courses.

(b) Program Requirements:

Minimum Earned Credit Requirements on all Core Courses, Elective Courses, Audit Courses, Seminar & General Attitude Test, and Project Report as specified by the DPGC and conforming to Clause No. MBA 4.0 (Course Structure) above.

MBA 5.2 ATTENDANCE REQUIREMENTS

MBA 5.2.1 All students shall attend every lecture, tutorial and practical classes. The attendance requirement shall be **minimum of 85%** of the classes actually conducted. However, the Director by virtue of powers delegated to him, may condone attendance to an extent of

10% only in special cases such as medical emergencies or any other contingencies. Director may also condone the attendance if a student participates in any institute sponsored activities such as management festival, sports, games, seminars and workshops etc. Each course of the Semester shall be treated as a separate unit for calculation of the attendance. Institute may introduce an attendance monitoring system as considered necessary to ensure regular attendance.

MBA 5.2.2 A candidate who does not satisfy the attendance requirement mentioned as above shall not be eligible to appear for the SEE of that course of the relevant Semester. The candidate shall be required to repeat that **course / Semester** during supplementary Semester or along with regular students later on.

MBA 5.2.3 If a candidate, for any reason, discontinues the course in the middle, he / she may be permitted to register to continue the course along with subsequent batch, subject to the condition that he/ she shall complete the class work and seminar including the submission of dissertation within maximum stipulated period (2+2 years). Such a candidate is not eligible to be considered for the award of rank. If a student fails in any course, he/she has a maximum number of four attempts thereafter to complete the course.

MBA 5.2.4 The Director of the MBA program shall notify regularly, the list of such candidates who fall short of attendance. The list of the candidates falling short of attendance shall be sent to the (C.O.E) with a copy to Principal, NMAMIT at least one week prior to the commencement of the Examination.

MBA 5.3 ABSENCE DURING THE SEMESTER:

MBA 5.3.1 Leave of Absence:

- a) If the period of leave of a student is more than **five days** and less than three weeks, prior application for leave shall have to be submitted to the Director of JKSHIM with the recommendation of the Faculty- Advisor stating fully the reasons for the leave request along with supporting documents.
- b) It will be the responsibility of the student to intimate the course instructors, regarding his/her absence before availing leave.

MBA 5.3.2 Absence during Internal Assessment Examinations:

A student who remains absent from an Internal Assessment Examination due to illness or any other contingencies shall submit an application to the Director through the Course Instructor concerned, stating the reasons for absence and make an appeal for re-examination, within three days from the date of the concerned examination. The Director's decision in this regard is final.

MBA 5.3.3 Absence during Semester End Examination:

In case of absence for Semester-End Examination, on medical grounds or other special circumstances, the student can apply for 'I' grade in that course with necessary supporting documents and certifications by authorized personnel to the Director of MBA Program immediately after the end of that examination. The Director may consider the request depending on the merits of the case, and after consultation with the course instructor, permit the makeup Semester-End Examination. and 'I' grade will then be converted to an appropriate letter grade, as per Clause No. 7.3.

MBA 6.0 WITHDRAWAL FROM THE PROGRAMME:**MBA 6.1 Temporary withdrawal:**

A student who has been admitted to a Post Graduate degree program of JKSHIM may be permitted to withdraw temporarily, for a period of one Semester or more on the grounds of prolonged illness or any other contingencies provided:

- i) He/she applies to the Institute stating fully the reasons for withdrawal together with supporting documents and endorsement from his parent / guardian,
- ii) The DPGC is satisfied that, without counting the period of withdrawal, the student is likely to complete his requirements of the degree within the time specified (refer: MBA 5.0" Degree requirements")
- iii) There are no outstanding dues or demands to the Institute/Hostels etc.
- iv) The tuition fees for all the subsequent Semesters may be collected in advance based upon the severity of the case before giving approval for such temporary withdrawal.

- v) Scholarship holders are bound by the appropriate rules applicable to them.
- vi) The decision of the DPGC regarding withdrawal of a student is final and binding. Normally, a student will be permitted only one such temporary withdrawal during his tenure as a student and this withdrawal will not be counted for computing the duration of study.

MBA 6.2 Permanent Withdrawal:

Any student who withdraws admission before the closing date of admission for the Academic Session is eligible for the refund of the deposits only. Fees once paid will not be refunded on any count. Once the admission for the year is closed, the following conditions govern withdrawal of admissions:

- (a) A student who wants to leave the Institute for good will be permitted to do so (and take Transfer Certificate from the Institute, if needed) only after remitting the tuition fee as applicable for all the remaining Semesters and clearing all other dues, if any.
- (b) Those students who have received any scholarship, stipend or other forms of assistance from the Institute shall repay all such amounts in addition to those mentioned in Clause No: MBA 6.2 (a) above.
- (c) The decision of the DPGC regarding withdrawal of a student is final and binding.

MBA 7.0 EVALUATION SYSTEM:

MBA 7.1 Each candidate shall obtain not less than 50% of the maximum marks prescribed for the Continuous Internal Evaluation (CIE) in each Course including MIA and Project Report. CIE Marks for all the courses shall be based on two internal assessment tests and course specific activities such as Seminars, Quizzes, Assignments, Workbook, mini projects, class participation, oral examination etc.

The candidates obtaining less than 50% in CIE in any subject shall not be eligible to appear for the examination in that subject(s). In such cases, the Director may arrange for re-registration of the course during Supplementary Semester.

The candidates shall write the Internal Assessment Test in the books /sheets provided by the Institute and this shall be maintained by the Course Instructor for one month from the date of announcement of result and may be made available for verification as per the

directions of the CoE within that stipulated period.

The CIE Marks sheet (Grade Sheet) shall bear the signature of the concerned Teacher and the Director. The CIE Marks shall be displayed on the notice board and corrections, if any, shall be incorporated before sending to CoE.

The CIE marks shall be sent to CoE well in advance before the commencement of theory examinations by the Director of the Institute / Head of the Department. No corrections of the CIE Marks shall be entertained after the submission of Grade sheet containing CIE marks to the CoE.

MBA 7.2 Course Credit Assignment:

Every Course comprises of specific Lecture Schedule. The course Credits are fixed based on the norm of one lecture contact hour per week being one credit.

MBA 7.3 The Academic Performance Evaluation of a student shall be according to a Letter Grading System, preferably based on the class performance distribution and not based upon any fixed prior mappings or any absolute scale conversions from the Raw-Scores Scale to the Grade Points Scale. However, in the initial stages the following table should be followed. The letter grades (S, A, B, C, D, E and F) indicate the level of academic achievement assessed on a decimal (00 - 10) scale.

For a pass in a theory course, the student shall secure minimum of 40% (20 out of 50) of the maximum marks prescribed in the Semester End Examination and 50% of marks (25 out of 50) in CIE and 50% in the aggregate of CIE and SEE marks (50 out of 100). The Minimum Passing Grade in a course is E.

The distribution of weight age among CIE and SEE are as follows:

- **CIE - 50 Marks and SEE - 50 Marks.**

Variation in the above is subject to the approval of DPGC and academic council.

i) Letter Grades and Grade Points:

a) Depending on the *Letter Grades* assigned, a student earns certain *Grade Points*. As the Grading system can have different scales for Grade points (like 5, 8, 10.) with a greater number of points in the scale being desirable for providing higher resolution in the assessment. Hence the Department of Business Administration shall follow 10-Point Grading system for both relative grading system and the absolute grading system.

Table No.01: Grading system with the letter grades / numbers and the assigned range of marks under absolute grading system

Level	Out standing	Excellent	Very Good	Good	Above Average	Average	Fail
Letter Grade	S	A	B	C	D	E	F
Grade Points	10	09	08	07	06	04	00
Percentage of Marks Scored in a course	≥ 90	$< 90 \geq 80$	$< 80 \geq 70$	$70 \geq 60$	$< 60 \geq 55$	$< 55 \geq 50$	< 50
	(90 - 100)	(80 - 89)	(70 - 79)	(60 - 69)	(55 - 59)	(50 - 54)	(00 - 49)

For a pass in a theory course, the student shall secure minimum of **40% (20 out of 50) of the maximum marks prescribed in the Semester-End-Examinations** and **50% of marks (25 out of 50) in CIE** and **50% in the aggregate of CIE and SEE marks (50 out of 100)**. **The Minimum Passing Grade in a course is E.**

b) The *Grade Points* system given in Table No. 01 will help in the evaluation of *Credit Points* earned by a student in a course as the *Credit Points* are equal to the number of Credits assigned to the course multiplied by the *Grade Points* awarded to the student in the course. This shall be used in arriving at the *Credit Index* of the student for that Semester, as it is the sum total of all the *Credit Points* earned by the student for all the courses registered in that Semester.

ii) Make up Examinations:

A student having CIE marks $\geq 90\%$ (i.e. 45 out of 50) in a course, but SEE performance is poor, resulting in F Grade is eligible to write make up examination.

MBA 7.4

The Course Instructor shall announce in the class and/or lesson plan the details of the Evaluation Scheme, including the distribution of the weightage for each of the components and the method of conversion from the raw scores to the letter grades within the first week of the Semester in which the course is offered, so that there are no ambiguities in communicating the same to all students concerned.

MBA 7.5

a) The Transitional Grades 'I', 'W' and 'X' would be awarded in the following cases.
These would be converted into one or the other of the letter grades (S-F) after the

student completes the course requirements:

Grade 'I': To a student having satisfactory attendance at classes and CIE more than 45 out of 50 in any course, but remained absent from SEE for valid & convincing reasons acceptable to the Institute, like:

- (i) Illness or accident, which disabled him/her from attending SEE;
- (ii) A calamity in the family at the time of SEE, which required the student to be away from the Institute;

Grade 'W': To a student having satisfactory attendance at classes, but withdrawing from that course before the prescribed date in a semester under Faculty Advice;

Grade 'X': **A student having CIE marks $\geq 90\%$ (i.e. 45 out of 50) in a course, but SEE performance is poor, resulting in F Grade is eligible to write make up examination.**

- b) The *Make Up Examination* facility would be available to students who may have missed to attend the SEE of one or more courses in a Semester for valid reasons and given the 'I' grade; Also, students having the 'X' grade shall also be eligible to take advantage of this facility. The makeup examination would be held as per dates notified in the Academic Calendar. However, it would be possible to hold a makeup examination at any other time in the semester with the permission of the Academic Council of the College. In all these cases, the standard of SEE would be the same as the normal SEE.
- c) All the 'I' and 'X' grades awarded to the students would be converted to appropriate letter grades and communicated to the College authorities within seven days of the respective make-up SEEs.
- d) Any outstanding 'I' and 'X' grades two days after the last scheduled make- up SEEs may be automatically converted to 'F' grade.
- e) All the 'W' grades awarded to the students would be eligible for conversion to the appropriate letter grades only after the concerned students re-register to these courses in a Main/ Supplementary Semester and fulfill the passing standards for their CIE and (CIE+SEE).

MBA 7.6

Earned Credits:

This refers to the credits assigned to the course in which a student has obtained any one of the letter grades other than F which have grade points.

MBA 7.7

Evaluation of Performance:

The overall performance of a student will be indicated by two indices:

SGPA; which is the Semester Grade Point Average, and CGPA which is the Cumulative Grade Point Average.

SGPA for a Semester is computed as follows:

$$\text{SGPA} = \frac{\sum [(\text{Course credit}) \times (\text{Grade point})] \text{ for all courses with Letter grades, including F (in that semester)}}{\sum [(\text{Course credits})] \text{ for all courses with Letter grades, including F (in that semester)}}$$

CGPA is computed as follows:

$$\text{CGPA} = \frac{\sum [(\text{Course credit}) \times (\text{Grade point})] \text{ for all courses with Letter grades except F}}{\sum [(\text{Course credit})] \text{ for all courses with Letter grades except F.}}$$

MBA 7.8

Communication of Grades:

- a) The SGPA and CGPA respectively, facilitate the declaration of academic performance of a student at the end of a semester and at the end of successive semesters. Both of them would be normally calculated to the second decimal position, so that the CGPA, in particular, can be made use of in rank ordering the students' performance at the Institute.
- b) If two students get the same CGPA, the tie could be resolved by considering the number of times a student has obtained higher SGPA. If it is still not resolved, the number of times a student has obtained higher grades like S, A, B etc. could be taken into account.
- c) It would also be necessary to lay down uniform minimum standards for SGPA and

CGPA together with the minimum number of credits to be earned in a Semester for the vertical progression of students. This would also be helpful in facilitating the mobility of students from one college to another and also in avoiding any confusion among the students. Suggested standards for vertical mobility, are as follows:

- Credits to be earned in a Semester: > 20 and < 30 ;
 - Minimum standard for CGPA ≥ 5.00 at the end of each year
- d) Sometimes, it would be necessary to provide equivalence of these averages, viz., SGPA and CGPA with the percentages and/or Class awarded as in the conventional system of declaring the results of University Examinations. Certain specific thresholds in these averages are specified for Distinction and First Class. This can be seen from Table which reproduces the approach of the AICTE for this purpose:

**Percentage Equivalence of Grade Points
(For a 10-Point Scale)**

Grade Point	Percentage of Marks
5.75	50 (Second class)
6.25	55
6.75	60 (First class)
7.25	65
7.75	70 (Distinction)
8.25	75

- e) The course instructors shall submit the CIE marks of each of the students in his course to the COE by the stipulated date.
- f) The final Grades are announced by Controller of Exams after completing the valuation and tabulation work within the stipulated date.
- g) The student Marks Card shall contain the Letter Grade along with the SGPA, and the CGPA.

MBA 7.9

Appeal for Review of Grades:

- a) The entire process of evaluation shall be made transparent. A mechanism for review of grade is incorporated in the evaluation system. A student who is not

satisfied with the evaluation of the answer papers of SEE may appeal before the date specified in Academic Calendar, by paying the prescribed fees.

- b) The fee for such an appeal will be decided by the Academic Council from time to time.

MBA 8.00 Management in Action (MIA)

- a) MIA will be like mini consulting group project to be undertaken by all the students as per the groups formed for the purpose under the supervision of a faculty guide. Each group is attached to an organization. MIA would spread during the Second and Third Semester MBA. The purpose of the project is to make students see the worth of management theory through its working in simple situations and help them relate these to practical situations.
- b) A candidate shall submit 02 copies of MIA report to the Institute or to the Chairman, DPGC on or before the specified date. The report shall be in the format prescribed by the Institute/DPGC. The candidate shall submit a report duly approved by the guide. The MIA Report shall be countersigned by the guide and the Director.
- c) The MIA Report shall be submitted at least two weeks before the closure of the Third Semester. The date of submission of the MIA Report may be extended up to a maximum of four academic years, from the date of commencement of the first semester in which the candidate has taken admission to the course. Extension of time, usually not exceeding 3 months at a stretch, from the announced last date for submission of the MIA Report may be granted by the C.O.E on recommendation from the DPGC or Director.
- d) MIA shall carry 50 Marks as internal assessment to be awarded by the faculty guide. The Report evaluation and Viva-Voce Examination shall carry 50 marks to be awarded by the faculty guide/Panel. The total Marks scored by the students out of 100 shall be included in the Marks card of the Third Semester MBA. A candidate shall secure a minimum of 50% of marks in aggregate, in the internal assessment, evaluation of project reports and Viva-Voce examination. In the event of his failing to secure the 50% marks he shall have to re-do the MIA.

- e) If the Examiner/s conducting the Viva Voce examination, finds it necessary, the MIA Report with necessary modifications shall be resubmitted to the Director with due approval of the concerned guide.

MBA 8.1

Internship/ Project Work

- a) All the candidates shall undertake an Internship/ Project work of Eight **weeks duration** at the end of the Fourth Semester and after the Fourth Semester SEE (Semester End Examination). Each student shall work on a project identified by him in consultation with guide or the organization chosen for the project work. The project work can be independent study or attached to an organization. The project report shall be submitted by the students as per the guidelines prescribed by the Institute from time to time.
- b) The Project Report shall carry 50 Marks as Internal assessment to be awarded by the internal guide. The Report will be evaluated and Viva-Voce examinations conducted by a panel of two examiners (one external examiner from industry or academia) for 50 Marks. The total marks secured by the students out of 100 marks shall be included in the Marks Card of the Fourth Semester Examinations.
- c) A candidate shall secure a minimum of 50% of marks in aggregate, in the internal assessment, evaluation of project reports and Viva-Voce examination. In the event of his failing to secure the 50% marks he shall have to re-do the project work.
- d) A candidate shall submit 2 copies of Project Work to the Institute on or before the specified date. The report shall be in the format prescribed by the DPGC. The candidate shall submit a report duly approved by the guide. The Project Report shall be countersigned by the guide and the Director.
- e) The Project Report shall be submitted before the date specified by the Institute. The date of submission of the Report may be extended up to a maximum of four academic years, from the date of commencement of the first semester in which the candidate has taken admission to the course. Extension of time, usually not exceeding 3 months at a stretch, from the announced last date for submission of the Project Report may be granted by the CoE on recommendation from the DPGC or Director.
- f) In case the panel of Examiners conducting the Viva Voce examination, finds it

necessary, the Project Report with necessary modifications shall be resubmitted to the Director with due approval of the concerned guide.

MBA 8.2 Professional Growth and Individual Development

In order to ensure the professional growth and individual development, a student will be encouraged to participate in various programs and activities at the institute. Therefore, in each semester a student will have to enroll himself/herself in any one of the following associations at the institute.

1. Maestro - Marketing Association
2. Bancore - Banking Association
3. Finsight - Finance Association
4. Converge - HR Association
5. Techbugs - IT Association
6. Samvedana
7. Alumni Association
8. Industry - Placement
9. Industry - Lecture series
10. Event Management
11. The Wall-Literary/Writing Association
12. Samvahana - Speakers' Club
13. Participation in fests
14. Srajana - Cultural Association
15. Mae-Ground - Sports Association
16. Infrastructure
17. Nitte Centre for Data Analytics and Student Managed Investment Fund
18. Institute Branding and Promotion
19. E-Squad (Entrepreneurship Development)

Evaluation: The students will be evaluated on a four point criteria on their participation and contribution for 100 Marks by the individual faculty who will be in charge of the activity

Criteria:

1. Enthusiasm, Engagement and sustained Interest.
2. Team work and Interpersonal Skills
3. Leadership and Initiative
4. Idea Generation, Creativity and Innovation

Equal weightage will be given to all the four criteria above and each student will be evaluated on a total score of 100 Marks which will be converted into letter grades as per VTU Norms. Each student will be evaluated for two credits in second semester and two credits in fourth semester.

MBA 9.0 Paper setting and evaluation of theory answer papers

Evaluation: Chairman of BoE of the Institute should submit the list of Faculty handling classes, list of paper setters within the department and other institutes. The papers would be reviewed and approved by the Board of Examiners (BoE). **For all the courses having SEE (except for those courses with Objective Type Questions), there shall be double valuation of all the answer papers.**

MBA 9.1 Evaluation of Communication Seminar - I and II (21MBA18 and 21MBA27):

Seminar shall be evaluated for 100 Marks on the basis of course specific activities including seminar paper and its presentation. There will not be SEE for this course.

MBA 10.0 Specialization Streams

Under the new track system, the students have the flexibility of choosing their electives either from track 1 and track 2 courses or both the electives from the same track. Prior to this the student could opt for any electives but it had to be one set from track 1 and other from track 2 courses. In semester III under Track 1 five areas are offered (viz., Consumer Marketing, Corporate Finance, Leadership, Bank Operations Management and Information Technology) under Track 2 six areas are offered (viz., Business Marketing, Investment Finance, Talent Management, Marketing of Banking Services, Operations Management and Entrepreneurial Development). The students can choose two areas under track 1 or one of the areas under Track 1 and one area under Track 2, For example, first possibility could be that a student can choose Corporate finance in track 1 and Consumer Marketing from track 1, or another possibility could be that a student can choose Consumer Marketing under Track 1 and Business Marketing under Track 2. Depending upon the demand of tracks, students can take any two tracks. Tracks

offering will depend on the minimum number of students as decided by the institute from time to time. If he/she wishes to specialize in marketing or the student can choose Consumer Marketing under Track 1 and Operations Management under Track 2 if he/she wishes to opt for dual specialization.

In Semester IV the student has to follow the same order opted by him/her in III semester. If the student has chosen marketing under Track 1 in III semester, he or she has to choose marketing under Track 1 in IV semester. Similarly, if the student has chosen Operations Management under Track 2 in semester III, he or she must choose Operations Management under track 2 in IV semester. The student has no choice of choosing one of the papers under any track. When track is chosen both papers are included by default.

<u>TRACK-WISE POSSIBLE COMBINATIONS</u>							
	TRACK 2						
T R A C K 1		Business Marketing	Investment Finance	Talent Management	Marketing of Banking Services	Operations Management	Entrepreneurship and Managing Startups
	Consumer Marketing	✓	✓	✓	✓	✓	✓
	Corporate Finance	✓	✓	✓	✓	✓	✓
	Leadership	✓	✓	✓	✓	✓	✓
	Bank Operations Management	✓	✓	✓	✓	✓	✓
	Information Technology	✓	✓	✓	✓	✓	✓

Total combinations possible are (5 track 1 specialization) * (6 track 2 specialization) = 30 combinations

<u>TRACK-WISE POSSIBLE COMBINATIONS</u>						
	TRACK 1					
T R A C K 1		Consumer Marketing	Corporate Finance	Leadership	Bank Operations Management	Information Technology
	Consumer Marketing	X	✓	✓	✓	✓
	Corporate Finance	-	X	✓	✓	✓
	Leadership	-	-	X	✓	✓
	Bank Operations Management	-	-	-	X	✓
	Information Technology	-	-		-	X

Total combinations possible are = 10 combinations

MBA 11.0

Eligibility for Pass

For a pass in a theory course, the student shall secure minimum of 40% (20 out of 50) of the maximum marks prescribed in the Semester End Examination and 50% of marks (25 out of 50) in CIE and 50% in the aggregate of CIE and SEE marks (50 out of 100). The Minimum Passing Grade in a course is E.

There shall be no restriction for promotion from first semester to second semester and third semester to fourth semester provided he/she has fulfilled the attendance requirement as per MBA 5.2. For promotion from Second Semester to Third Semester, the candidate shall have **CGPA \geq 5.00**. at the end of second semester and **should not have failed more than 2 courses** from the first and second semesters put together.

MBA 12.0

RE-ADMISSION TO THE PROGRAMME

A student shall be required to re-admit himself to the same semester, under the following circumstances.

- If a student fails to earn the minimum credit.
- If a student is absent for more than six weeks in a semester without sanctioned leave.
- Based on disciplinary action suggested by the Academic Senate, on the recommendation of the appropriate committee.

Note: Under any circumstances of termination, the conditions specified in Permanent Withdrawal (refer: Clause No: MBA 6.2) shall also apply.

MBA 13.0 Revoking Admission

If at any time after admission, it is found that a candidate has not fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc. the Director shall report the matter to The Principal, NMAMIT recommending revoking the admission of the candidate.

MBA 14.0 Award of Class and Rank

The candidates, who have passed in all the subjects of first to fourth semesters and CEL and Project Report, shall be declared to have passed the course.

The class shall be awarded at each semester on the first attempt aggregate marks of the semester.

A candidate who secured $\text{CGPA} \geq 7.75$ and above marks in aggregate in first attempt shall be declared to have passed in first class with distinction.

A candidate who secured $\text{CGPA} \geq 6.75$ or more marks but less than 7.75 in aggregate in first attempt shall be declared to have passed in first class.

A candidate who secures $\text{CGPA} \geq 5.75$ or more marks but less than 6.75 in aggregate in first attempt shall be declared to have passed in second class.

The class shall be awarded at the Post Graduate Degree level based on aggregate of all four semesters taken together.

The number of ranks declared at Post Graduate degree level shall be 10 or 1% of students appeared for examination (rounded off) whichever is less. The ranks shall be declared on the basis of the aggregate marks of all the four semesters taken together, provided the candidate has passed in all these four semesters with no re-registration or break in studies.

MBA 15.0 Graduation Requirements and Convocation

MBA 15.1 Eligibility for Degree

A student shall be declared to be eligible for the degree if he has:

- (a) Fulfilled Post Graduate Degree Requirements
- (b) No dues to the University, Department, Hostel, Library and any other centers.
- (c) No disciplinary action pending against him.

MBA 15.2 Convocation

Degree will be awarded in person for the students who have graduated during the preceding academic year. Degree will be awarded in absentia to such students who are unable to attend the Convocation. Students are required to apply for Convocation along with prescribed fee. After having satisfactorily completed all the degree requirements (**refer “MBA 5.0: Degree Requirements”**) within the specified date in order to arrange for the award of the degree during convocation.

**Scheme of Teaching and
Examination MBA Program
(Batch: 2021-2023)**

MBA - I SEMESTER (2021-23)

Code No.	Name of the Course	Credit	Duration of SEE in Hours	Marks for		Total Marks
				*CIE	**SEE	
21MBA11	Individuals and Organization	03	03	50	50	100
21MBA12	Behavioral Economics	03	03	50	50	100
21MBA13	Research and Quantitative Methods – I	03	03	50	50	100
21MBA14	Business Law and Practice	03	03	50	50	100
21MBA15	Marketing Management	03	03	50	50	100
21MBA16	Financial Statements – Analysis and Reporting	03	03	50	50	100
21MBA17	Operations Management	03	03	50	50	100
21MBA18	Communication-I(Seminar)	02	----	100	----	100
	Total Credits for the Semester	23				

MBA - II SEMESTER (2021-23)

Code No.	Name of the Course	Credit	Duration of SEE in Hours	Marks for		Total Marks
				*CIE	**SEE	
21MBA21	Managing Organizations	3	03	50	50	100
21MBA22	International Business Management	3	03	50	50	100
21MBA23	Research and Quantitative Methods – II	3	03	50	50	100
21MBA24	Corporate Finance	3	03	50	50	100
21MBA25	Operations Research	3	03	50	50	100
21MBA26	Strategic Management	3	03	50	50	100
21MBA27	Communication - II (Seminar)	2	----	100	----	100
21MBA28	Professional Growth and Individual Development	2	----	100	----	100
	Total Credits for the Semester	22				

* Continuous Internal Evaluation (CIE) Marks is awarded on the basis of two Class Tests and course specific activities as decided by the course instructor.

** Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by Two examiners [Internal or External].

MBA - III SEMESTER (2021-23)

Code No.	Name of the Course	Credit	Duration of SEE in Hours	Marks for		Total Marks
				CIE	SEE	
21MBA31	Management Accounting and Control Systems	3	03	50	50	100
21MBA32	Service Management	3	03	50	50	100
ELECTIVE 1	<i>See electives below</i>	3	03	50	50	100
ELECTIVE 2	<i>See electives below</i>	3	03	50	50	100
ELECTIVE 3	<i>See electives below</i>	3	03	50	50	100
ELECTIVE 4	<i>See electives below</i>	3	03	50	50	100
21MBA33	Capstone Simulation (Seminar)	2	----	100	----	100
21MBA34	Research Presentations (Seminar)	2	----	100	----	100
21MBA35	Management in Action (MIA)	4	----	50	50	100
	Total Credits for the Semester	26				

**** In the core subjects the students will have Two compulsory papers (21MBA31 and 21MBA32).***

During the III Semester, a student should select any two Tracks from the below list; however, two Tracks chosen in the III Semester, cannot be changed during the Fourth Semester of the course, under any circumstance.

Sl. No	Tracks	Subject Code	Subject Title
01	Consumer Marketing	21MBAMM311	Consumer Behaviour
		21MBAMM312	Integrated Marketing Communications & Media Management
02	Business Marketing	21MBAMM313	B2B Marketing
		21MBAMM314	Sales and Negotiations Management
03	Corporate Finance	21MBAFM321	Working Capital Management
		21MBAFM322	Project Management and Finance
04	Investment Finance	21MBAFM323	Investment Analysis and Management
		21MBAFM324	Financial Services
05	Leadership	21MBAHR331	Organizational Design
		21MBAHR332	Interpersonal and Group Processes

06	Talent Management	21MBAHR333	Recruitment and Selection
		21MBAHR334	Industrial Legislations
07	Bank Operations Management	21MBABF341	Principles of Banking
		21MBABF342	Branch Management and Operational Risk Management
08	Marketing of Banking Services	21MBABF343	Insurance Practices and Products
		21MBABF344	Retail Lending
09	Information Technology	21MBAIT351	Information Security Management
		21MBAIT352	Business Analysis
10	Operations Management	21MBAOM361	Logistics and Supply Chain Management
		21MBAOM362	Project Management (PMP)
11	Entrepreneurship and Managing Startups	21MBAED371	New Venture Creation
		21MBAED372	Family Business Management

MBA - IV SEMESTER (2021-23)

Code No.	Name of the Course	Credit	Duration of SEE in Hours	Marks for		Total Marks
				CIE	SEE	
21MBA41	Business Ethics, Governance & Leadership	3	03	50	50	100
21MBA42	Enterprise Systems	3	03	50	50	100
ELECTIVE 1	<i>See electives below</i>	3	03	50	50	100
ELECTIVE 2	<i>See electives below</i>	3	03	50	50	100
ELECTIVE 3	<i>See electives below</i>	3	03	50	50	100
ELECTIVE 4	<i>See electives below</i>	3	03	50	50	100
21MBA43	Leadership and Team Simulation (Seminar)	1	----	100	----	100
21MBA44	Comparative Analysis of Firms (Seminar)	2	----	100	----	100
21MBA45	Professional Growth and Individual Development	2	----	100	----	100
21MBA46	Project /Internship	6	----	50	50	100
Total Credits for the Semester		29				

IV SEMESTER ELECTIVES

Sl. No.	Tracks	Subject Code	Subject Title
01	Consumer Marketing	21MBAMM411	Digital Marketing
		21MBAMM412	Strategic Brand Management
02	Business Marketing	21MBAMM413	Rural and Social Marketing
		21MBAMM414	International Marketing
03	Corporate Finance	21MBAFM421	Mergers and Acquisitions
		21MBAFM422	Tax Management
04	Investment Finance	21MBAFM423	Wealth Management
		21MBAFM424	Futures, Options and Other Derivatives
05	Leadership	21MBAHR431	HR Analytics
		21MBAHR432	Performance Management

06	Talent Management	21MBAHR433	Compensation Management
		21MBAHR434	Training and Development
07	Bank Operations Management	21MBABF441	Credit and Credit Risk Management
		21MBABF442	FOREX, Treasury and Market Risk Management
08	Marketing of Banking Services	21MBABF443	Digital Banking and Alternate Delivery Channels
		21MBABF444	Sales and Service Orientation
09	Information Technology	21MBAIT451	Managing Technology Businesses
		21MBAIT452	IT Business Development and Contracting
10	Operations Management	21MBAOM461	Retail Management
		21MBAOM462	Advanced Supply chain Management and Analytics
11	Entrepreneurship and Managing Startups	21MBAED471	Managing Entrepreneurial Venture
		21MBAED472	Entrepreneurial Ecosystem

First Semester

21MBA 11

Individuals and Organization

Module 1

08 Hours

Introduction to Organizational Behavior

Organizational behavior: Past to present - Pre Scientific era, Evolution of OB as management concept

Individual Behavior: Diversity - demographic and biographical characters. Ability - Intellectual abilities, Physical abilities and role of disabilities. Diversity Management strategies and Effective diversity programs, Ethical Values: The Building Blocks of Individual Differences, The Study of Personality and Employees' Personal Traits, Disciplines that contribute to personal behavior Importance of Interpersonal skills in present work place, Management Functions, Manager's role - Henry Mintzberg's conclusions, Management skills, Effective managerial activities, Disciplines that contributes to OB, Challenges and opportunities for OB, A systematic study of OB with intuition, Basic OB Model – Input, processes & outcomes

Module 2

08Hours

Drivers to Work attitude

Motivation: Early theories of motivation - Abraham Maslow's Hierarchy of Needs, Two factor theory, Theory of X and theory of Y. Contemporary theories of motivation - Self Determination theory, Goal-Setting theory, Reinforcement theory - Skinner's operant conditioning, Expectancy theory, Application of motivational concepts in the organization.

Work Attitude: Components of attitudes, Major Job attitudes, Attitude and behavior relation, Job satisfaction, measuring job satisfaction, causes of job dissatisfaction, Job satisfaction and performance, work-life balance.

Module 3

08 Hours

Personality, Learning, and Values

Learning Theory – Process of Individual Learning

Emotions and Moods: Emotions and moods difference, Basic emotions and moods and their effects, Function of emotions, Sources of emotions and moods, Emotional labor, Affective events theory, Emotion regulation, Emotional intelligence, OB applications of emotions and moods.

Personality and values- Meaning personality, The Myers-Briggs Type Indicator, The Big Five Personality Model, Johari Window, Behavior prediction at work and OB Criteria Influence using Big Five Personality traits, Personality determinants - Heredity, Other personality traits- Core self-evolution, Machiavellianism, Narcissism, Self-Monitoring, Risk taking, Proactive personality.

Meaning and importance of Values, Linking Individual personality and values at work, Terminal Vs Instrumental values, Generational Values, International Values -Hofstadter's five value dimensions of national culture.

Module 4

07Hours

Perception and Individual Decision Making

Perception- Person Perception: Making Judgment about others

Decision Making in Organisation - The Rational Model, Bounded Rationality and Intuition Influence on Decision Making- Individual Difference and Organisational Constraints Ethics is Decision Making

Module 5

08 Hours

Emergence as organizational reality

The Influence Processes in Organisations: Politics, Power, Leadership and Entrepreneurship

Uses and Abuses of Power: **Playing Politics**

An Example of **Power**

Leadership: A Conundrum of Theory

The New Age of Enterprise- Entrepreneurship, New age enterprise

Suggested Reading:

1. ORGANIZATIONAL BEHAVIOR – STEPHEN P. ROBBINS, TIMOTHY A. JUDGE, NEHARIKA – 18th edition
2. ORGANISATIONAL BEHAVIOR – PROF. ROBERT DAILEY

21MBA 12 Behavioral Economics

Module 01

08 Hours

Introduction to Behavioral Economics

History, Evolution and Nature of Behavioral Economics-Economic Rationality-Behavioral Perspectives on Economic Rationality-Nature of the Standard Model-Applicability of the Standard Model-The Classical and Neoclassical Approaches-Post-War Economic Approaches-The Resurgence of Behaviorism in Economics-Relationship with Other Disciplines-Evolutionary Biology-Cognitive Neuroscience-Beliefs-Heuristics and Biases.

Module 02

09 Hours

Richard Thaler's Contributions to Behavioural Economics

The Kahneman and Tversky Insight-Predictable Bias-The Planner and the Doer-Mental Accounting-Fairness-Behavioral Firms-Time Preferences-Social Preferences-Libertarian Paternalism and Nudges-Guiding People to Better Decisions-Critical Assessment of Thaler's Contributions.

Module 03

07 Hours

Methodology for Behavioural Economics

Theories and Assumptions-Evaluating Theories-Reductionism-Evidence-Types of Empirical Study-Field Studies-Experimental Studies-Neuro economics-Consilience-Behavioural Sufficiency-Happiness-Constraints on Economic Theory-Game Theory.

Module 04

09 Hours

Values, Preferences and Choices

The Standard Model-The Decision-Making Process-Consumer Behavior-Preferences-Indifference Curves-Equilibrium-Axioms, Assumptions and Definitions-The Evolutionary Biology of Utility-Nature and Functions of Utility-Types of Selection Process-Evolution and Optimization-Broadening Rationality-Criteria for Rationality-Happiness is a Three-Act-Tragedy-Discrepancies between Objective Causes and Subjective Effects-Expectations Effects-Addition and Abstinence-Endowment

Effects-Framing Effects-Anchoring Effects-Menu Effects-Attention-Visceral Factors-Types of Utility-The Neuroscientific Basis of Utility-Policy Implications.

Module 05

09 Hours

Decision-Making Under Risk and Uncertainty

The Background-Expected Utility Theory (EUT)-Evolutionary Foundation-Anomalies in EUT-Conventional Approaches to Modifying EUT-Weighted Utility Theory-Disappointment Theory-Betweenness Models and Non-betweenness Models-Decision-Weighting Theories– Rank-Dependent EUT-Prospect Theory-Reference Points–Nature- Psychological Foundation-Neuroscientific Foundation-Empirical Evidence-Loss Aversion- Psychological Foundation -Neuroscientific Foundation-Empirical Evidence-Decision Weighting-Psychological Foundation-Neuroscientific Foundation-Criticisms of Prospect Theory-Recent Theories-Third Generation Prospect Theory-Probabilistic Mental Models–Fuzzy-Trace Theory- The Priority Heuristic-Imprecision Theory-Configural Weights Models.

References

- Nick Wilkinson and Matthias Klaes.(2012),*An Introduction to Behavioral Economics, 2nd Edition, Palgrave Macmillan, U.K.*
- Peter Diamond and Hannu Vartiainen. (2007),*Behavioral Economics and Its Applications, Princeton University Press, USA.*

21MBA13 RESEARCH AND QUANTITATIVE METHODS-I

Module 1:

07 hours

Introduction to Business Research: Business Research: Meaning and nature of business research; Characteristics of good research; Applied vs. Basic research

Module 2:

08 hours

Measurement and Scaling: Primary Scales of Measurement: Nominal scale, Ordinal scale, Interval scale and Ratio scale. Comparative versus non-comparative scales. Scale Evaluation- Validity and Reliability of scales

Module 3:

08 hours

Data Sources: Primary versus secondary sources; Criteria for evaluating secondary data. Published secondary sources of data, computerized databases, and Syndicated sources of secondary data. Sources of Primary data: Survey data, Panel data, Observation data.

Module 4:

09 hours

Descriptive Statistics: Probability Distributions- Binomial, Poisson and Normal distribution. Measures of Central Tendency: Average: (Arithmetic, Geometric, Harmonic). Median-Quartiles, Deciles and

Percentiles. Mode. Measure of dispersion, Variance, Standard deviation. Use of Excel for descriptivestatistic calculations.

Correlation and co-variance - Scatter Diagram, Karl Pearson's Coefficient of Correlation, RankCorrelation

Module 5:

(07 hours)

Data Reduction Techniques: Factor analysis, Multi-discriminant analysis, and cluster analysis

Required Texts:

1. Gupta, S. C., *Fundamentals of Statistics*, Himalaya Publishing House, New Delhi.
2. Levin, Richard I, *Statistics for Management*, Pearson Education / PHI

Supplementary Texts:

1. Chawla Deepak, NinaSondhi, (2014) *Research Methodology- Concepts and Cases*, New Delhi, Vikas Publishing House.
2. Cooper Donald, Pamela Schindler, (2004) *Business Research Methods*, Eighth Edition
3. Aczel and Sounderpandian, *Complete Business Statistics*, Tata- Mcgraw Hill, 6th Edition.
4. Pal, Nabendu and Sahadeb Sarkar, *Statistics – Concepts and Applications*, PHI
5. Sweeney, Anderson and William, *Statistics for Business and Economics*, Thomson Publishing.
6. Gupta, S. P., *Statistical Methods*, Sultan Chand & Sons, New Delhi.
7. Ken Black, *Business Statistics for Contemporary Decision-Making*, 4th Edition, John Wiley.
8. Chandan, "Jit S., *Statistics for Business and Economics*, Vikas Publishing House

21MBA14

Business Law and Practice

Module 1

08 Hours

Law of Contract: Introduction to Law- Law of Contract Contract- Types of Contracts-Meaning, definition and Important legal provisions relating to Offer, Acceptance, Consideration, Capacity of Parties, Free Consent, Quasi Contract, - Legality of Object, Performance of Contract, Termination of Contract and Remedies for Breach of Contract - Case Studies

Module 2

08 Hours

Special Contracts: Law of Agency- Essentials, Kinds of Agents - Rights and Duties of Agent and Principal

- Creation of Agency - Termination of Agency - Bailment and Pledge- Bailment, Definition - Essential Elements-Rights and Duties of Bailor and Bailee - Pledge-Essentials - Rights and Duties of Pledger and Pledgee – Hypothecation and Lien-General and particular lien- Contracts of Indemnity and Guarantee - Rights and Liabilities of parties in a contract of guarantee- Discharge of Surety –Bank guarantee and Performance guarantee- Case studies

Module 3

07 Hours

Sale of Goods Act, Law of Insurance and Negotiable Instruments Act: Essentials - Sale V/S Agreement to Sell - Conditions and Warranties - Breach and its Consequences - Rights of Unpaid Seller - Law of insurance – Fundamental principles - Reinsurance and Double insurance - Negotiable Instruments Act, 1881 – Nature and Characteristics of Negotiable Instruments - Kinds of Negotiable Instruments – Features

of Promissory Notes, Bills of Exchange and Cheques - Crossing and Marking of Cheques - Bouncing of cheques and its consequences - Case studies

Module 4

08 Hours

Consumer Protection Act, 2019 and Arbitration and Conciliation Act, 1996: Objectives of Consumer Protection Act, Definition, Rights of Consumers – Central Consumer Protection Authority and Consumer Dispute Redressal Commissions- Mediation Cell- Procedure under Consumer Protection Act – Arbitration and Conciliation Act, 1996 - Objectives and Scope, Arbitral Tribunal - Arbitral Award- Modes of Arbitration - Conciliation - Commencement of Proceedings - Settlement of Agreement - Termination of Conciliation Proceedings.

Module 5

08 Hours

Important provisions of Competition Act, 2002, The Information Technology Act, 2000 and Foreign Exchange Management Act, 1999, Right to Information Act, 2005 Factories Act- provisions Relating to Health, Safety and Welfare of Workers under Factories Act, 1948.

Book for study

1. Kapoor, N D., *Elements of Mercantile Law*, 36th Revised Edition, Sultan Chand, New Delhi, 2014.
2. Pathak, Akhileshwar, *Legal Aspects of Business*, 7th Edition, McGraw Hill Publication, 2019.

Reference Books:

1. Singh, Avtar, *Business Law*, Eastern Book Company, Tenth Edition, 2014
2. Prasad, Manmohan, *Principles of Business Law and Management*, HPH.

21MBA15 Marketing Management

Module 1

08 Hours

Part A: Marketing Basics: Introduction to Marketing, Concepts of Marketing, Scope and Evolution of Marketing and its role in modern business.

Part B: Analyzing Marketing Environment: Meaning and Importance, Micro Environmental Factors - Macro Environmental Factors - Brief Overview of Indian Marketing Environment - Marketing Research – Importance

Module 2

08 Hours

Identifying and Selecting Market:

Buyer Behavior- Buying Motives - Buying Roles - Factors Affecting Consumer Behavior - Buying Decision Process - Types of Buying Behavior

Analyzing Industrial Markets - Characteristics of Industrial Markets

Market Segmentation - Mass Marketing - Niche Marketing- Local Marketing - Mini Marketing - Bases for Segmenting Consumer Markets and Business Markets - Market Positioning - Meaning, Positioning Strategies

Module 3

08 Hours

Product and Pricing Decisions:

- a) Product management - Levels of products, Classifications of Product, Managing Product mix

and Product line. Branding, Labelling and Packaging decisions; Managing Product life cycle, New product development.

- b) Pricing decisions - Importance and Objectives of Pricing - Factors Affecting the Pricing-General Pricing Approaches

Module 4 :

08 Hours

Distribution and Promotion Management

Distribution Management - Importance - Functions and Number of Channel Levels for Consumer Markets and Business Markets - Channel Dynamics - Vertical Marketing System- Channel Conflicts. Retailing & Wholesaling- Meaning, Functions and Types

- c) Promotion Management - Integrated Marketing Communication - Advertising - Designing Effective Advertising Programs - Sales Promotion - Consumer Promotion tools and Trade Promotion Tools- Publicity; Public Relation - Major Public Relation Tools; Direct Marketing

Module 5

07 Hours

Controlling of Marketing Function

Annual Marketing Plan-Nature of Marketing Planning - Contents of Annual Marketing Plan - Organization of Marketing Functions; Controlling of Marketing Functions - Marketing Effectiveness Review and Marketing Audit

Note: Type of Question Paper for SEE: Objective type (Online)

Reference Books:

1. Kotler, Philip, Marketing Management - Analysis, Planning, Implementation and Control, Prentice Hall of India Pvt. Ltd., New Delhi,
2. Bearden, Ingram and La Forge *Marketing - Principles and Perspectives*, McGraw Hill International Edition, 2001.
3. Etzel M.J, B.J. Walker and Stanton, *Fundamentals of Marketing* 13th Edition, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
4. Loudon David and Albert J.D. Bitta, *Consumer Behavior*, 4th Edition, McGraw Hill Editions, New York.

21MBA 16

Financial Statements - Analysis and Reporting

Module 1

07 Hours

Overview of Business Activities and Financial Statements

Understanding Business Organizations. Forms of Business Organizations. Accounting, Capital Market and Corporate Governance. Users of Accounting Information. Generally Accepted Accounting Principles. IFRS

Module 2

08 Hours

Accounting Cycle

Accounting Concepts and Conventions. Cash Basis V/S Accrual Basis in Accounting. Double entry system of accounting. Various Agencies influencing Financial Reporting in India. Journal Entries. Ledger Posting. Trial Balance. Adjusting Entries. Accounting Equation. Errors in Accounting.

Depreciation – Straight line and Written down Value Methods

Module 3

09 Hours

Preparation of Financial Statements

Preparation of Principal Financial Statements as per companies act of 2013 – Statement of Profit and Loss, Balance Sheet and Cash Flow Statement.

Module 4

08 Hours

Financial Statement Analysis

Ratio Analysis - Preparation of Financial Statement Using Ratios. Horizontal Analysis, Trend Analysis and Vertical Analysis.

Module 5

07 Hours

Emerging Issues, Ethics in Financial Reporting & Communication

Corporate Governance and Financial Reporting. Human Resource Accounting, Forensic Accounting, Sustainability Reporting. Window Dressing.

Reference Books:

1. Wild, John J., Financial Accounting: Information for Decisions, 7th Edition, McGraw Hill India, New Delhi, 2017.
2. Swamy, Narayana R, Financial Accounting, Managerial Perspective, 5th Edition, PHI,
3. K.R., Subramanyam & John Wild J, Financial Statement Analysis, TMH, 10th Edition, 2016
4. Maheshwari, S.N & S.K. Maheshwari, Introduction to Accountancy, Vikas Publishing House, 11th Edition, New Delhi, 2013.

21MBA17 Operations Management

Module 1: Introduction to Operations Management

08 hours

Introduction, Scope, Production Vs Services, Evolution of Operations Management, Operations Today, Key issues for today's business operations; Competitiveness, Strategy, Productivity- Operations Strategy, Productivity improvement; Forecasting- Steps in the forecasting process, features common to all forecasts, Elements of a good forecast, Qualitative Forecasts, Forecasts based on Time Series data, Associative Forecasting Techniques, Monitoring Forecasting error, Choosing a Forecasting Technique, Computer Software in Forecasting.

Module 2: Process Selection and facility Layout

08 hours

Process Selection, Technology, Process Strategy, Facilities Layout, Designing Product Layouts, Line Balancing, Designing Process Layouts, Work Design and Measurement- Job Design, Quality of Work life, Method Analysis, Motion study, Work measurement; Location Planning and Analysis- Need or Location Decisions, nature of Location Decisions, Global Locations, General procedure for location Decisions, Identifying a country, region, community and Site, Evaluating

location alternatives.

Module 3: Aggregate Planning and Master Scheduling

08 hours

Basic Strategies for meeting uneven Demand, Techniques for aggregate planning, Disaggregating the aggregate plan, Master scheduling, Master scheduling process, MRP and ERP, Inventory Management; The nature and importance of Inventories, requirements for effective inventory management, Inventory ordering policies, Economic order quantity models, Reorder point ordering, Fixed order interval model, Single period model.

Module 4: JIT and Lean Manufacturing

08 hours

Lean Manufacturing Introduction, History of Lean Operations, Types of Waste, “5S” Technique of Eliminating the Waste, Lean Operations in the service sector, Role of Leadership, Lean Operations and JIT. Toyota Production Systems. Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems

Module 5: Supply chain and operations

07 hours

Supply Chain and Operations: Supply Chain “KEIRETSU”, Core Competency, POM and Objectives of Supply Chain, Purchasing and Supply Chain, Sources, Service Quality and Supply Chain.

Note: Type of Question Paper for SEE: Objective type (Online)

PRESCRIBED TEXT BOOK(s)

1. William Stevenson, ‘*Operations Management*’, 12th Edition, McGraw Hill, New Delhi.
2. Operations Management Theory and Practical B. Mahadevan Pearson. 3 rd Edition

21MBA18

Communication –1 (Seminar)

Module 1 Concepts and Parameter

08 hours

A conceptual structure of a communication. Elements of rhetoric and argument, Elements of a message and its organizational context, Parameters for assessing the effectiveness of the message, Discussion of assignment. Assignment.

Module 2 Language and Analysis

08 hours

Language in communication. Prepositions and tenses. Appropriate language, Persuasion: qualitative and quantitative methods, Introduction to inductive/deductive/abductive logic, Toulmin method, critical analysis, Limitations of analytical tools, Discussion of assignment. Assignment.

Module 3 Comprehension and Expression

10 hours

Comprehension and precis-writing, Essay writing and the importance of drafts. The importance of time. Simplicity, Discussion of assignment. Assignment.

Second Semester

21MBA21 Managing Organizations

Module 1

07 Hours

Introduction to Management of Organizations: Evolution of organization theory - Organizational theories - Classical theories - Human Relations theories - Contingency theories - Political Nature of Organizations - Modern theories of Organizational Management.

Module 2

09 Hours

Organizational Structure - types, functions. Organizational Processes. Contextual elements of organizational design. Organizational Culture and Organizational Design. Learning Organization - Nature of organizational - Creating learning organization - Appreciative inquiry.

Module 3

07 Hours

Dynamic Organizational Processes: Management Processes- planning, organizing, staffing, leading and controlling. Organizational change and development. Organizational Effectiveness.

Module 4

08 Hours

Human Resource Management: Introduction to HRM - Functions of HRM - Evolution of HRM - HRM model - Organizing the HR department - Evolving role of HRM. HR Planning and Recruitment & Selection-HR Planning. Performance management process. Compensation management.

Module 5

08 Hours

Advances in HRM: Modern Challenges to HRM. Quality of Work - Life - Stress Management - Cultural Diversities - Ethics at Workplace. Transformational HR -Quality Circles - TQM - Kaizen - Participative Management. Challenges for HRM. Changing roles of HR practitioners.

References:

1. Fred Luthans, Organisational Behaviour, Tata McGraw Hill Ltd
2. Stephen Robbins, Organisation Behaviour, Prentice Hall of India.
3. Daft R.L (2012), Understanding the Theory and Design of Organization (11th edition), CengageLearning.
4. Zorlu Senyucel, Managing the Human Resource in the 21st century.Booksboon.com
5. Koontz, H. and Weihrich, H, Essentials of Management (13th edition),McGraw-Hill.

21MBA22

International Business Management

Module 1

09 Hours

An Overview of International Trade Theories

The Pattern, Trend and Benefits of International Trade in the Present 'New Normal' World-Mercantilism-Absolute Advantage –Comparative Advantage-Factor-Endowments Theory-The Product Life-Cycle Theory-New Trade Theory-National Competitive Advantage-Trade Theories and Government Policies-Implications of Trade Theories for International Business.

Module 2

08 Hours

Globalization and International Business

Drivers of Globalization-The Globalization of Production-The Globalization of Markets-The Globalization of Consumption-The Globalization Debate and Friction-Implications for International Business-Strategic Effects of Going International-The Growth of MNCs and Its Impact on International Business-Recognizing the Growth of Global Linkages -The Changing Dimensions of International Business in the Current Situation-The Future of International Business-Need for Promoting Global Co- operation.

Module 3

08 Hours

Rationale and Goals of Trade and Investment Policies

Rationale for Global Trade Regulations-Free Trade Policy-The Case for Government Intervention-Instruments of Trade Policy-Current Scenarios of Trade and Investment Policies-Changes in the Global Policy Environment-Policy Responses to Changing Conditions-The Effects of Import Restriction and Export Promotion on International Business-Positive and Negative Impact of FDI on Host Countries- Bargaining Position of MNCs and Host Country-Indian MNCs-A Strategic Outlook for Trade and Investment Policies-Implications for International Business.

Module 4

09 Hours

International Business Strategy

Strategy and the Firm-Value Creation-Strategic Positioning-Expanding the Market-Leveraging Products and Competencies-Location Economies-Creating Global Web-Leveraging Subsidiary Skills- Cost Pressures and Pressures for Local Responsiveness-Global Standardization Strategy- Changing Geo-Politics and Its Impact on International Business-Acting Responsibly in International Business Environment.

Module 5

08 Hours

Indian Business Environment

An Overview of Indian Macroeconomic Environment Macro Variables for Creating a Congenial and Stable Ecosystem for Business-Changing Profile of Government Policy for Ease of Doing Business-Monetary and Fiscal Policy-Inflation-Causes, Effects and Control-Implications for India's International Business.

References

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffett. (2011), *International Business*, Eighth Edition, Wiley.
2. Sundaram K. Anant and Black Stewart. (2016), *The International Business Environment Textand Cases*, Pearson.

3. Charles W.L. Hill, G.Thomas M. Hult and Rohit Mehtani. (2019), *International Business Competing in the Global Marketplace*, Eleventh Edition, McGraw Hill Education (India) Private Limited.
4. Bornbush, Fischer and Startz.(2019), *Macroeconomics*, Ninth Edition, Tata McGraw Hill Education Private Limited, New Delhi.
5. Prakash Apte. (1994), *MACROECONOMICS*, ICFAI, Hyderabad.

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Research and Quantitative Methods – II

Module 1

07 Hours

Foundations of Robust Research: Choice of Research Topic; Critical Review of Literature; Research Philosophies and Approaches to Theory Development; Building blocks of Theory: Concepts, Constructs, Variables, Propositions and Research Hypotheses, Models.

Module 2

08 Hours

Formulating a Research Design: Methodological Choices in Research Design (Qualitative, Quantitative, Mixed-Method); Choice of Research Strategies and Time Horizon; Establishing Quality and Ethics in Research Design; Sampling – Fundamentals, Types, Process and Techniques.

Module 3

10 Hours

Hypotheses Testing: Concept of Hypotheses – Types, One-tailed and Two-Tailed Tests, Errors in Hypotheses Testing [Type I and Type II], Level of Confidence, Level of Significance; Steps in Hypotheses Testing; Parametric and Non-Parametric Tests using SPSS/R Studio – Concept, Types, Choice of Tests [Decision Parameters for Tests], Steps, Analysing Data, Drawing Valid Conclusions from Research Results, Applications; Numerical Problems/Scenarios only on Inference and Interpretation of Output Tables emanating from Parametric and Non-Parametric Tests.

Module 4

07 Hours

Ethics in Research:

Issues - Related to Traditional Access, Internet-Mediated Access; Strategies to Improve Access; Ethics in Research – Ethical Issues Associated With Traditional and Internet Mediated Research, Research Process; Concept of Data Protection and Data Management.

Module 5

07 Hours

Research Writing: The Art of Research Writing; Writing Reports for Different Audience; Writing - Content, Clarity, Accessibility, and Style; Creswell's Five Point Approach; Assessment Criteria; Oral Reports.

Note: Type of Question Paper for SEE: Objective type (Online)

Recommended Books:

1. Deepak Chawla, and Neena Sondhi, (2016), *Research Methodology - Concepts and Cases*, VikasPublishing House Pvt Ltd, Bengaluru.

Additional Reference:

1. Mark, Saunders, Lewis, and Thornhill (2018), Research Methods for Business Students – Pearson Publications, 8th Edition, Harlow, United Kingdom.
2. William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari and Mitch Griffin, (2013), Business Research Methods - A South-Asian Perspective, Cengage learning, New Delhi.
3. Cooper Donald, Pamela Schindler, (2004), Business Research Methods, Eighth Edition, New Delhi, Tata McGraw Hill Edition,
4. Uma Sekaran and Roger Bougie (2018), Research Methods for Business: A Skill-Building Approach, Wiley.
5. Malhotra Naresh and Satybhushan Dash, (2011), Marketing Research- An Applied Orientation Sixth Edition, Pearson Education, New Delhi,

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Corporate Finance

Module	08 hours
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Financial Management – Introduction to finance- Objectives of financial management – Profit maximization and wealth maximization- EVA- Changing role of finance managers- Organization of finance function - Indian financial system. Time value of money -Rationale- Techniques- Practical applications of compounding and discounting.

Module 2	08 hours
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Cost of capital –Sources of various types of Capital- Significance of cost of capital- Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital. CAPM model (covering only the final result)- Cost of retained earnings- Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Module 3	08hours
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Investment decisions – Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period , Accounting rate of return- Estimation of cash flow for new project, replacement projects – Depreciation tax shield.

Module 4	07 hours
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Foreign Exchange Market: Functions, characteristics, organization, and participants, arbitrage in foreign exchange market. Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates.

Module 5	08 hours
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Capital Market and Capital structure decisions – Stock Market – stock and commodity exchanges – Trading and settlement – lease financing - Derivatives – Introduction- Basic concepts of derivatives- Types of derivatives – Forward, Futures, Options, Swaps and their uses in hedging, speculation and arbitrage. Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage- EBIT-EPS analysis. Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, Stable payout- Dividend practices of Indian companies.

Required Texts:

1. Pandey, I.M : *Financial Management*, Vikas Publishing House, Delhi, 2014
2. Khan M.Y and P.K Jain, 7th Edition, *Financial Management*, Tata McGraw Hill, Delhi; 2014
3. N. R Parashuraman, *Financial Management- A step by step Approach*, Cengage Publication, NewDelhi
4. Eun & Resnick, *International Finance Management*, 4/E, Tata McGraw Hill

Supplementary Texts:

1. Van home, J.C. and J.M Wachowicz Jr.: *Fundamentals of Financial Management*, Prentice Hall, NewDelhi.
2. Chandra, Prasanna: *Financial management*, Tata McGraw Hill, Delhi;
3. Brigham, Houston, *Fundamentals of Financial Management*, Thomson Learning, 7th Edition, NewDelhi, 2005.
4. Damodaran, *Corporate Finance*, John wiley & Co, 3rd Edition, New Delhi, 2009
5. Brealy and Myers, *Principles of Corporate Finance: Theory & Practice*, TMH, 7th Edition, 2009.
6. Madura, Jeff, *International Finance Management*, 7/E, Thomson, 2004.

21MBA25 Operation Research

Module 1:**08 hours**

Introduction to Operations Research - Origin, development, meaning and definition of OR Scope, techniques, characteristics and limitations of OR Theory - Methodology and models in OR, Application of LPP in management Theory- Advantages of LPP - Formulation of Linear Program Problem (LPP) Solution by graphical method, Infeasible and unbounded solutions, Formulation of dual of LPP. Use of MS Excel in determining optimum solution

Module 2:**08 hours**

Transportation Model and Assignment Model: Transportation Model - General structure, various methods for finding initial Solution- Maximization and minimization problem- North west corner method -Least cost method- Vogel's approximation method, Variations: Unbalanced transportation problems., finding optimal solution using MS Excel. Assignment problems- General structure, finding optimal solution, variations: non square matrix, alternate optimal solutions.

Module 3:**08 hours**

Network Analysis - Terminology: Networking concepts; Rules for drawing; Network diagram; CPM computations, CPM terminology- Finding critical path - different types of floats, PERT computations- Computation of earliest and latest allowable times- Probability of meeting the scheduled dates, difference Between PERT and CPM; Crashing of a project solution. Use of MS Excel in determining ES and EF using GANTT Chart

Module 4:**07 hours**

Replacement theory –Replacement policy for gradually deteriorating items, Replacement theory for suddenly failing items.

Module 5:**08 hours**

Queuing models and Simulation - Introduction, Characteristics of queuing model for arrival and service times, Single Poisson arrival with exponential service rate, Applications of queuing models. Simulation of Management systems - Terminology, process of simulation Monte Carlo method, Waitingline simulation method, Inventory management simulation Marketing management simulation Financial management simulation.

Required Texts:

1. Vora, N.D, Quantitative techniques in management, TMH, 3e, 2003
2. Sharma, J.K., Operations Research, McMillan India, *third edition*,

Supplementary Texts:

1. Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S Gardner, Quantitative Approaches to Management, *eight edition*, Tata McGrawHill, 2003
2. Russell and Taylor, Operation Management, Wiley India, *fifth edition*, 2007 Winston, Wayne L., Operations Research, Thomson, 4e, 2004.

21MBA26 Strategic Management

Module 1**08Hours**

Strategy Preliminaries: What is “Strategic” and why is it important to be strategic? Characteristics of Strategic Management decisions. Strategic Thinking, Triple Bottom Line, Firm’s environment and stakeholders, Difference between Business Strategy and Corporate Strategy, Strategic Analysis and Choices. Defining Company’s Mission & Vision, Goals, Objective, Values and Beliefs, and Philosophy

Module 2**08Hours**

Context of a Business: General Environment analysis - PESTLE, Industry Environment analysis - Porter’s Model

Risk Assessment, Change Drivers: Globalization, technology etc. Internal Organizational Analysis - McKinsey’s 7S model, Scenario Development.

Module 3**07 Hours**

Value Creation and Generic Strategies: Resource Based View (RBV), Types of resources, Competitive Assessment of the firm through Five force analysis, Value Chain Analysis, SWOT analysis, Product- Market Positioning, Generic Competitive Strategies Low Cost, Differentiation, Cost Leadership

Strategy Clock, Innovative Business and Revenue Models. International Business - Implications on the above

Module 4**09 Hours**

Corporate Strategy: Corporate Parenting, Ansoff’s Matrix, BCG Portfolio Model, the GE-Nine

Cell Planning Grid, Strategic Alliances-Collaborative Partnerships, Mergers and Acquisitions, Joint Ventures Strategies, Outsourcing Strategies, Long-term Objectives and Developing Core competencies

Module 5

07 Hours

Strategic Implementation: Evaluating Strategy, Performance Challenges of Strategy implementation. Balanced Score Card, Organizational Design, Leadership.

Note: Type of Question Paper for SEE: Objective Type (Online)

Reference Books:

Hiit, Ireland, Hoskisson, Manikutty, *Strategic Management*, 9th Edition, Cengage Learning, New Delhi, 2016.

21MBA27 Communication (Seminar)

Module 1

08 Hours

Types of Business Communications

Four broad types of communications. Transaction. Information. Instruction. Persuasion, Concepts underlying transactional, informational, instructional communications. Lists, Concepts underlying persuasive communications, long and short, Reports, Discussion of assignment. Assignment.

Module 2

09 Hours

Communications in Groups : Managing meetings. Agenda, minutes, resolution, Panel discussions. Moderation, Presentations. Preparation. Exercises, Conversion of reports to presentations and vice versa, Discussion of assignment. Assignment.

Module 3

09 Hours

Cases, Technology, and Ethics Case method of learning, Technology. The changing work environment, Ethics. Plagiarism. Acknowledgements. Giving credit, Discussion of assignment. Assignment.

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Professional Growth and Individual Development

Sl. No.	Event	Faculty Incharge
1	Alumni	Mr. Guruprshanth Bhat and Prof. Nidhisha H
2	Bancore-Banking Association	Prof. Saravanan S.
3	Converge - HR Association	Dr. Sudhir Raj K
4	E-Squad	Prof. Nidhisha H
5	Event Management	Prof. Karthik Kudroli
6	Finsight-Finance Association	Dr. R.K.Sharma
7	Industry - Placement	Mr. Guruprshanth Bhat
8	Infrastructure	Prof. Karthik Raj Kudroli
9	Macground-Sports Association	Dr. R.K.Sharma
10	Maestro-Marketing Association	Dr. Sandhya Rao K P
11	Centre for Data Analytics / Student Management Investment Fund	Dr. Sudhir M Prof. Rakshesh Shetty, Prof. Karthik Kudroli Prof. Arun G.D'Souza
12	Participation in fests	Prof. Karthik Raj Kudroli
13	Samvahana-Speakers' Club	Dr. Sandhya Rao K P
14	Samvedana	Prof. Rakshesh Shetty
15	Srajana-Cultural Association	Dr. Sudhir Raj K
16	Techbugs - IT Association	Prof. Sheetal Kumar
17	The Wall- Literary / Writing Association	Dr. Ashalatha K
18	Branding and Promotion	Dr. Sandhya Rao KP, Prof. Nidhisha H

Evaluation: The students will be evaluated on a four point criteria on their participation and contribution for 100 Marks by the individual faculty who will be in charge of the activity

Criteria:

1. Enthusiasm, Engagement and sustained Interest.
2. Team work and Interpersonal Skills
3. Leadership and Initiative
4. Idea Generation, Creativity and Innovation

Equal weight age will be given to all the four criteria above and each student will be evaluated on a total score of 100 Marks which will be converted into letter grades as per VTU Norms. Each student will be evaluated for 2 credits.

Third Semester

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Management Accounting and Control Systems

Module 1

08 Hours

Basic Concepts- Goals and Strategic Key Variables in Management Control Systems- Management By Objectives- Management Control - Operational Control – Task Control. Concept of Cost Centers, Profit Centers and Investment Centers- Sources for Cost Information, Cost Units- Classification of Costs- Cost Analysis for Management Decision Making

Module 2

08 Hours

Determining Product Costs- Cost Elements for Product Costing- - Accounting for Factory Overheads- Principles of Allocation and Absorption – Determining Product Costs- Mechanics of Ascertaining Product Costs Under Job Order Costing and Process Costing (Does not include equivalent production and by-products)

Module 3

08 Hours

Cost-Volume – Profit (CVP) Relationship- Profit Planning- Behavior of Expenses in Relation to Volume- CVP Model- Sensitivity Analysis of CVP Model for Changes in Underlying Parameters- Assumptions of the CVP Model- Utility of the Model in Management Decision Making. Variable Costing- Concept of Variable (Marginal) Costing- Comparison Between Variable Costing - Advantage of Variable Costing- Decisions Involving Alternative Choices- Cost Analysis for Decision Making-Discontinuing a Product, Accepting a Special Order- Make or Buy Decisions.

Module 4

08 Hours

Pricing Policies-Objectives of Pricing Policies- Marginal Analysis and Pricing – Full Cost Pricing- ROI Pricing – Contribution Approach to Pricing – Concepts of Transfer Pricing. (Only Theory). Budgeting and Budgetary Control - Budgeting as a Tool of Management Control-Steps in Budget Preparation-Functional Budget (Simple Problems on Sales, Production, Cash, Material and Flexible Budgets. (Does not include Master Budget)

Module 5

07 Hours

Standard Costing and Variance Analysis- Need for Setting Standards- Development of Standards for Material and Labor Costs- Variance Analysis –Breakup of Material and Labor Cost Variances- Analyzing Overhead Variance. Cost Control and Cost Reduction- Introduction to Cost Control- Cost Reduction- Fields Covered by Cost Reduction- Tools and Techniques for Cost Reduction- Cost Audit- Scope of Cost Audit – Types, Advantages and Limitations.

Reference Books:

1. Jawaharlal, *Cost Accounting*, 3/E, TMH, 2003.
2. Lynch & Williamson: *Accounting for Management, Planning & Control*, TMH.
3. Horngren, Charles T., *Introduction to Management Accounting*, 11th Edition, Pearson/PHI. 2003.
4. Khan & Jain, *Management Accounting*, 3/E, TMH, 2003.
5. Khan & Jain, *Cost Accounting*, 1/E, TMH, 2003.
6. Atkinson, *Management Accounting*, 3rd Edition, Pearson / PHI.
7. Bhat, Sudhindra, *Management Accounting*, Excel Books.
8. Bhattacharya, *Cost Accounting: Principles and Practice*, PHI, 2004.
9. Tulsian, P C., *Practical Costing*, 1/E, Vikas, 2004.
10. Arora, M.N., *Cost Accounting*, 7/E, Vikas, 2004.
11. Sharma, Sashi, and K Gupta, *Management Accounting*, Kalyani Pub.

21MBA 32 Service Management

Module 1

08 Hours

Understanding Services -The Service Economy -Service Definitions -Nature of the Service Sector -The 21st Century Career- The Experience Economy- Consumer Service Experience- Sources of Service Sector Growth -Distinctive Characteristics of Service Operations -The Service Package
The Strategic Service Vision - Understanding the Competitive Environment of Services – Competitive Service Strategies - Porter’s Five Forces Analysis -Winning Customers in the Marketplace -The Competitive Role of Information in Services- Limits in the Use of Information - Using Information to Categorize Customers

Module 2

08 Hours

Designing the Service Enterprise -New Service Development-Innovation in Services -New Service Development-Strategic Positioning through Process Structure -Service Blueprinting - Taxonomy for Service Process Design -Generic Approaches to Service System Design - Intellectual Property
The Service Encounter-Technology in the Service Encounter -The Emergence of Self- Service -The Service Encounter Triad-The Service Organization -Contact Personnel -The Customer - Creating a Customer Service Orientation
Employees’ Role in Service Delivery- The Critical Importance of Service Employees: Boundary Spanning Roles- Service Profit Chain

Module 3

08 Hours

Customer Expectation- Meaning and Types of Services Expectations: Factors that Influence Customer Expectation- Current Issues Involving Customer Expectations
Customer Perception- Customer Satisfaction, Strategies for Influencing Customer Perceptions
Service Quality -Defining Service Quality -Search, Experience and Credence Qualities-Measuring Service Quality -*SERVQUAL*
Service Recovery - Customer Feedback and Service Recovery- Principles of Effective Service Recovery System- Service Guarantee.

Module 4

08 Hours

Supporting Facility and Process Flows-Environmental Psychology and Orientation- Servicescapes
Facility Design -Process Analysis -**Facility Layout**- Product Layout and the Work Allocation Problem
Process Improvement- Quality Tools for Analysis and Problem Solving
Service Facility Location - Strategic Location Considerations- **Managing Capacity and Demand** - Generic Strategies of Level Capacity or Chase Demand -Strategies for Managing Demand -Strategies for Managing Capacity
Yield Management - **Managing Waiting Lines** -The Economics of Waiting --Strategies for Managing Customer Waiting

Managing Service Operations -Service Supply Relationships

Supply Chain Management-Service Supply Relationships -Managing Service Relationships- Professional Service Firms -Outsourcing Services- Managerial Considerations with Service Outsourcing

Relationship Marketing: Customer Profitability Segment, Levels of Relationship –Four Levels of Retention Strategies

Globalization of Services-Domestic Growth and Expansion- Strategies - Franchising -
Globalization of Services– The nature of the Borderless World

Reference Books:

1. James A. Fitzsimmons and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, Information Technology*, McGraw Hill, 7th Edition, 2014
2. Zeithmal Valarie A & Mary Jo Bitner, *Services Marketing*, TMH, 5th Edition, 2011
3. Robert Johnston, Graham Clark, *Service Operations Management*, Pearson Education, 2nd Edition, 2005.
4. Bill Hollins and Sadie Shinkins, *Managing Service Operations*, Sage, 2006.
5. J.Nevan Wright and Peter Race, *The Management of Service Operations*, Thomson, 2nd Edition, 2004.
6. Metters, King-Metters, Pullman and Walton, *Successful Service Operations Management*, Thomson Learning, 2006.

21MBA33**Capstone Simulation(Seminar)**

Purpose: The Capstone Business Simulation Program is a world-renowned Simulation game that gives participants an opportunity to integrate, synthesize and apply all their previous learning both within and outside the classroom. Student teams will be making business decisions over multiple time periods – and examine their impact on the teams’ qualitative and quantitative performance.

This program benefits the students by integrating their entire learning of the MBA Program and enhancing their analytical ability along with business acumen, which prepares them to be competent business managers tomorrow in the corporate world

This simulation is executed for a period of 8 weeks followed by the Comp X exam to assess the student’s performance and to provide Bench marking amongst students from universities worldwide.

This course has four practice rounds, eight game rounds and one detailed comprehensive international examination called “Comp-XM”. The “Comp – XM” exam is an individual multiple-choice paper for 1000 marks. This will be an open book exam spanning 6 hours spread over 3 days.

Each student be assessed based on their contribution to and their team’s performance in the

Capstone business simulation. Additionally, students will be assessed individually on their business acumen as learned in the simulation along with their business knowledge utilizing the Comp-XM online 'final exam'.

The Capstone and the Comp-XM enable both team benchmarking and individual comparison on an international basis with other programs that also utilize the Capstone and the Comp- XM.

The course utilizes a computer-based simulation as the core teaching platform. Working in teams, students make strategic and tactical decisions in all domains of the business: product design and development, marketing and sales, human resources and employee relations, operations and production, management and finance – with an overlay of corporate governance and strategic management. Upon completion of the course, students should have developed a workable, sound and integrated comprehension of business and the strategic management process and be able to apply this knowledge.

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Research Presentations(Seminar)

Students' research activity (2 – Credits) is designed with an intention to offer a strong platform for students to demonstrate their ability to apply the principles of research and, in the process, facilitate scholarly exchange and dissemination of knowledge among practitioners, educators, and students from the related disciplines of management. Accordingly, student groups (comprising 3/4 students), in consultation with their respective mentors, are expected to identify and define significant issue(s) of concern, systematically capture and collate relevant information on the related issue(s), analyze and interpret the information, draw valid conclusions and offer recommendations, and present their respective research endeavor in form of a detailed presentation and a written report.

For the research, students can adopt qualitative, quantitative, or a mixed-method approach. Further, students' research reports can take the form of robust and exhaustive book reviews, empirical articles, bibliometric analysis, systematic reviews, meta-analytic reviews, essays, commentaries, and policy perspectives. However, a point worth noting, in this regard, is that the research should be critically and theoretically informed research; the findings of which are expected to be transposable and relevant to all related stakeholders in general. Moreover, mentors in collaboration with their respective student groups are encouraged to write and submit articles for consideration in peer-reviewed indexed journals latest by six months from the date of submissions of reports by student groups' in the 3rd Semester.

As regards the evaluation of students' research, equal weightage (50:50) will be given to the presentations as well the research report. The schedule and the deadline for research presentations and report submissions would be informed to all the concerned at an appropriate time during the 3rd semester. The presentations and reports will be evaluated and graded by the concerned mentor. Notwithstanding the role of mentors in effective and

fair appraisal of students' research work, all faculty members and students from different groups are encouraged to attend these presentations, not with an intention to evaluate but with an intention to acknowledge and appreciate students' research efforts and also evolve deep contemplative discussions on how future research can be bettered in their respective domains. Research presentations will be openly available online for all faculty members and students post submission. In a similar vein, copies of the draft reports will be available with the library of the institute. In addition, the concerned mentors are encouraged to periodically share the

different research processes as adopted by various groups under them and make robust and short presentation to all faculty members on how students' research has progressed.

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MANAGEMENT IN ACTION -2021

1. This is a project meant for the MBA students and is to be undertaken in groups. The current mentorship groups will be divided into 03-04 Groups (*teams to be formed by the respective mentors*) so that each MIA group will have 03-04 candidates. This way the project would become the main context for mentoring.
2. The project will run through the entire second and third semesters.
3. These will be like mini consulting projects. The MIA group may choose a small firm/ undertaking to do the project. These could be small/ tiny business units/ NGOs/ government departments/ Panchayat institutions/ coops/ family run micro units. Ideally the student should try to spend as much time with the key person in the organization (*entrepreneur/ general manager/ CEO etc.*).
4. The purpose of the project is to solve problems (or help make use of an opportunity) for the chosen client. In doing this the students would see the worth of management theory through its working in *simple* practical situations. The report should become useful to the client. These projects should help the firms receive consulting-quality help.
5. The projects output would consist of two components:

A. Overall Outlining the nature of the firm/ unit studied: This will consist of (among others)

- ☐ How did the firm/unit get started?
- ☐ How has it changed over time?
- ☐ Changes in the external context (environment, industry, strategic groups etc.)
- ☐ Changes in the internal context (type of ownership, management team, entrepreneurial background)

- ☐ The legal form of the firm. The laws that govern the firm
- ☐ Value chain, changes in the industry structure
- ☐ Rationale for the firm, beliefs and values of the firm
- ☐ SWOT of the firm
- ☐ Functional areas and key success factors in functional areas

Functional area management, people, structure, systems, processes

The students should be allowed to use their common sense. They should not be asked to strictly follow the above. This listing is only to create trigger points. Students should not try and cover all the points and jargonize the report.

Remember it is an actionable consulting report. Let the students sense the ground reality and not get stuck with theoretical structures.

B. Specific Project: This could be in anything like the following: market research for a specific product/ service, feasibility study, structure study, change management study, developing SOPs, developing a training program, a report on possible introduction of computers, developing marketing strategies, introduction of new products/ technology in the firm, governance and compliance requirements and systems required for the same/ productivity increase/ evaluation of market expansion/ product market match studies etc./ segmentation In other words, a narrow area will be studied in depth. Make it a consulting report, not a research report. Remember the value of “story-telling.”

6. Please *do not linearize* the project and ask students to do the first part first. This project too will become an information collection exercise which will negate the spirit of the project. In other words, be wary of sequencing these two parts one after the other. Let the two parts organically develop. Get the students to start on two parts simultaneously. At the end of the second semester, the interim progress on both parts can be evaluated and the end of the third semester both the final can be evaluated. The final evaluation should be based on *usefulness* of the report to the client, connecting the different pieces of information together and helping the client with some actionable suggestions/ implementations appreciated by the client.
7. The students will be meeting people from the respective firms in the evening/ Friday/ Saturday. No separate hours earmarked in the schedule for these meetings. They should get time to spend with the CEO or any main person who is in a General Manager’s position.
8. Through the two parts of the reports (one “information-based” and the other “issue-address based”), the students will be able to see what information will be required to address the issue on hand.

9. The students will submit the two parts of the report which will be evaluated. The mentors may ask for a presentation and this too may be evaluated.
10. The final report will be given grades at the end of the year based on the actionable quality of project. If the faculty member thinks there is inadequate participation by one or more members or the group, he or she may assign specific task to such students with the idea of forging participation. In case the group gets a “no pass” at the end of the year, the same group will have to do a project at the end by staying on for a minimum of one month.
11. The evaluation criteria will ultimately the extent of usefulness to the client firm and the amount of good work put by the student group.
12. The good reports may be placed in the library if these are not confidential (as decided by the client)
13. There could be a competition to choose the best if a mentor chooses to send in an nomination.
14. The way to develop the project may well:
 - a. Identify a small organization.
 - b. Find out the key decision maker(s)
 - c. As the conversation proceeds find out what are the important *issues* that the person is concerned about.
 - d. Identify issue where the “consulting group” can make a difference.
 - e. Issue may be, for instance,
 - (1) How to increase sales
 - (2) How to compete against the onslaught of imports from China for the product being sold by the client
 - (3) How to enhance yield in the factory
 - (4) Evaluating potential alternative machinery investments
 - (5) Developing a SOP manual
 - (6) Doing a market research project
 - (7) Feasibility analysis
 - (8) Software implementation. For instance, implementing an accounting software
 - (9) Studying competition and suggestions to be stay ahead of competition

15. The report should be short. Practitioners have little time to read. The report may be up to 20 pages. No copying. This is not a research report and try and avoid primary Data collection. No extensive citations as in research projects.
16. Scoping of the project is important. A Sample scoping is shown the box below:

Market for Rechargeable Batteries

- I. Zinc vs. Alkaline vs. rechargeable Market
 - 1) What has been the trend in the past in the Market for different types of batteries in the district?
 - a) Size of the market and growth (Last five years, at least terminal years)
 - b) Growth of the Zinc vs. Alkaline vs. rechargeable
 - 2) change? Will it follow here too?
- II. Competitor Analysis
 - 1) Who are the players?
 - 2) Their market share, trend and product mix
 - 3) What has been the threat to Zinc Batteries?
 - a) New Products (Alkaline and Rechargeable)
 - b) Suppliers
 - c) Buyers
 - d) Competitors
 - e) New Entrants (Foreign manufacturers?)
- III. Price Sensitivity
 - 1) Does use (and hence frequency of purchase) go up or down according to the price. If yes, by how much?
- IV. Rechargeable Batteries: The Concept vis-à-vis cost. What are the enablers/ disablers for purchase? What is the status of enablers/ disablers?
17. While scoping, let the students NOT consider how they are going to get the required information. Once scoping is made independent of available data the researcher is likely to be in an “entrepreneurial” mode. The very INTENT will create the imagination to find out means to generate data required to meet the committed scope. Again, remember this is not research report.

Marketing Management Specialization

21MBAMM 311 Consumer Behaviour

Module 1: Introduction to Consumer Behavior

08 Hours

Introduction to Consumer Behavior- Importance of Consumer Behavior- Ethics of Marketing- The Consumer Movement- Ethics and the Corporate Environment-Consumer Research

Module 2: Psychological factors and Consumer Behavior

08 Hours

a) **The Consumer Motivation-** Needs, Goals, Positive and Negative Motivation Rational Verses Emotional Motives: The Dynamic Nature of Motivation: Arousal of Motives: Types and Systems of Needs: The Measurement of Motives: Motivational Research

b) **Personality and Consumer Behavior-**Meaning and Nature of Personality- Theories of Personality- Freudian Theory- Jungian Personality Types- Neo-Freudian Personality Theory- Trait Theory-Consumer Innovativeness and Related Personality Traits- Consumer Ethnocentrism - Self and Self-Image.

c) **Consumer Perception-Perception-** Sensation- The Absolute Threshold- The Differential Threshold- Subliminal Perception- Perceptual Process- Consumer Imagery- Product and Service Images, Perceived Price, Perceived Quality, Retail Store Image Manufacturer's Image, Brand Image - Perceived Risk

Module 3: Consumer Learning and Attitude Development

08 Hours

a) **Learning and Consumer Involvement-**Learning Theories-Behavioral Learning Theories-Classical Conditions, Instrumental Conditions- Cognitive Learning Theory- Information Processing- Involvement Theory; Brand Loyalty-Development Brand Loyalty, Brand Equity

b) **Attitudes and Consumer Behavior**

Meaning and Nature of Consumer Attitudes- Models of Attitude formation- Attitude Change- Strategies -Cognitive Dissonance Theory - Attribution Theory

Module 4: Consumer in their Social Settings

08 Hours

Group Dynamics- Types of Group Consumer- Relevant Groups- Reference Groups-What is a Reference Group- Factors that Affect Reference Group Influence- The Family and its influence on buying behavior

-Family Decision Making -Family Roles- Role of Husband-Wife-Children in Decision Making-

Social Class and Consumer behavior Culture and Subculture and their impact on buying behavior

Module 5: The Consumer Decision Making Process& CRM

07 Hours

a) Decision Making Process- Personal Influence and the Opinion Leadership Process- Opinion Leadership- Dynamics of the Opinion Leadership Process- Diffusion of Innovations- The Diffusion Process- The Adoption Process- Stages in The Adoption Process -The Innovation Decision Process-Consumer Decision Making: - Levels of Consumer Decision Making,

b) Customer Relationship Management

Meaning, CRM cycle, Capture customer data and manage it. Identifying the best customers, data mining, segmentation, Leverage customer information, Retaining loyal customers, improving customer service.

Reference Books:

1. Leon Schiffman& Leslie L.Kanuk, *Consumer Behavior* 8th Edition, Prentice Hall ofIndiaPublication, 2003.
2. Hawkins, Del, et.al, *Consumer Behavior- Building Marketing Strategy* 9th Edition, TataMcgrawHill Publishing Co.Ltd, 2005.
3. Miniard, Blackwell R. D., and James Engel, *Consumer Behavior* 9th Edition, VikasPublishingHouse.
4. Batra, Satsih and S.H.H.Kazmi, *Consumer Behavior- Text and Cases*, Excel Books.

21 MBAMM 312

Integrated Marketing Communications and Media Management

Module 1

08 Hours

An Introduction to Integrated Marketing Communications-The Growth of Advertising and Promotion- The Evolution of IMC--Reasons for the Growing Importance of IMC- IMC Involves Audience Contacts-The IMC Planning Process-The Promotional Mix: The Tools for IMC- **Advertising** - Purpose- Functions-Type-Need & Benefits- **Direct Marketing**- The Growth of Direct Marketing -The Role of Direct Marketing in the IMC Program

Sales Promotion-The Scope and Role of Sales Promotion-Consumer-Oriented Sales Promotion Techniques-Trade-Oriented Sales Promotion- **Public Relations, Publicity, and Corporate Advertising**- Public Relations-The New Role of PR-Integrating PR into the Promotional Mix-Publicity-The Power of Publicity-Corporate Advertising-Objectives and Types of Corporate Advertising

Module 2

08 Hours

Organizing for Advertising and Promotion: The Role of Ad Agencies -Participants in the Integrated Marketing Communications Process -Organizing for Advertising and Promotion in the Firm: The Clients' Role-In-House Agencies-The Ad Agency's Role-Types of Ad Agencies-Other Types of Agencies and Services-Agency Compensation -Gaining and Losing Clients-Specialized Services-Integrated Marketing Communications Services-Pros and Cons of Integrated Services-Responsibility for IMC: Agency versus Client

Communication Mix-Source, Message, and Channel Factors-Promotional Planning through the Persuasion Matrix-Source Factors-Message Factors- Message Structure-Message Appeals-Channel Factors-Personal versus Non-personal Channels-Effects of Alternative Mass Media-Effects of Context and Environment-Clutter

Objectives and Budgeting for Integrated Marketing Communications

Programs-The Value of Objectives-Determining Promotional Objectives-Marketing versus Communications Objectives-Sales versus Communications Objectives-DAGMAR:An Approach to Setting Objectives -Establishing and Allocating the Promotional Budget

Module 3

08 Hours

Creative Planning- Creative Strategy: Planning and Development-The Importance of Creativity in Advertising- Advertising Creativity -Planning Creative Strategy-The Creative Challenge-Taking Creative Risks-Creative Personnel-The Creative Process -Account Planning- Inputs to the Creative Process-Creative Strategy Development-Advertising Campaigns-Copy Platform-The Search for the Major Selling Idea- **Creative Strategy: Implementation and Evaluation**- Appeals and Execution Styles-Advertising Appeals-Advertising Execution-Creative Tactics -Creative Tactics for Print Advertising-Creative Tactics for Television-Client Evaluation and Approval of Creative Work-Guidelines for Evaluating Creative Output

Module 4

08 Hours

Media Management: Strategy-Media Planning- An Overview of Media Planning-Some Basic Terms and Concepts-The Media Plan-Problems in Media Planning-Developing the Media Plan-Market Analysis and Target Market Identification-Establishing Media Objectives-Developing and Implementing Media Strategies-The Media Mix-Target Market Coverage-Geographic Coverage-Scheduling-Reach versus Frequency-Creative Aspects and Mood-Flexibility-Budget Considerations-Evaluation and Follow-Up-Characteristics of Media

Media Selection: Broadcast ("Electronic")-Evaluation of Broadcast Media- Television- Buying Television Time-Selecting Time Periods and Programs- Measuring the TV Audience- **Radio**- Buying Radio Time

Media Selection: Print- Evaluation of Print Media

The Role of Magazines and Newspapers-**Magazines**- Magazine Circulation and Readership-Purchasing Magazine Advertising Space- **Newspapers**-Types of Newspaper Advertising- The Newspaper Audience-Purchasing Newspaper Space-Newspaper Rates

Module 5

07 Hours

Media Selection: Supplemental Media- Support Media

The Scope of the Support Media Industry-Traditional Support Media-Outdoor Advertising- Alternative Out-of-Home Media-In-Store Media-Miscellaneous Outdoor Media-Transit Advertising-Measurement in Out-of-Home Media- Promotional Products Marketing -Measurement in Promotional Products Marketing-Yellow Pages Advertising-Other Traditional Support Media-Advertising in Movie Theatres-In-Flight Advertising-Non-traditional Support Media-Branded Entertainment-Miscellaneous Other Media **Measuring Advertising Effectiveness**-Monitoring, Evaluating, Control-Effectiveness of Advertising Methods Used for Evaluating

Reference Books:

1. Belch and Belch, *Advertising and Promotions IMC Perspectives*, 9th Edition, Tata Mc Graw Hill.
2. Kenneth, E Clow, *Integrated Advertising Promotion & Marketing*, PHI.
3. Chunawalla, *Foundation of Advertising Theory and Practices*, Himalaya Publications.
4. Guinn, O, and Allen Semenik, *Advertising and Integrated Brand Promotions*, Thomson.
5. Semenik, Richard J., *Promotion & IMC*, Thomson.
6. Batra, Rajeev, *Advertising Management*, PHI.

**21MBAMM313
B2B Marketing****Module 1****08 Hours**

Dimensions of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing, Economics of Industrial demand, The resellers market, Understanding Industrial Markets- types, classifying products, The Industrial Marketing environment

Module 2**08 Hours**

Organisational Buying and Buyer Behaviour- The Nature of the industrial buying- Inter personaldynamics of industrial buying behavior

Module 3**08 Hours**

Strategy formulation in Industrial Markets-The Strategic planning process in industrial marketing, Assessing Market opportunities- Standard Industrial Classification of industrial products-Target marketing and positioning- CRM in B2B
Formulating Product Planning- Developing Product Strategy- Service Strategy:

Module 4**08Hours**

Formulating Channel Strategy- Industrial distributors-Channel logistics-Type of channel partners

Pricing Strategies-Price determinants- Customer, Competition and Costs-Price decision analysis

Module 5**07 Hours**

The Promotional Strategies- Advertising Policies and budgetary support-Evaluation of advertising Planning, Organising, Staffing and Controlling of Sales Function - Managing industrial sales forcePlanning for sales force development- Personal selling- E-Commerce strategies

Reference Books:

1. Robert R. Reeder & Reeder Industrial Marketing, – PHI Edition, New Delhi 2nd Edition 2004
2. Michael D. Hutt, Thomas W. Spch, Business Marketing Management, - Thomson 8/e, 2004
3. Mathur U.C., Business to Business Marketing, New Age International Publisher, Delhi, 2008
4. Prof. P.K. Ghosh Industrial Marketing, Oxford 1st Edition 2006

21 MBAMM 314 Sales and Negotiation Management Part - A: Sales Management

Module 1

08 Hours

Introduction to Sales Management- Meaning- Evaluation- Importance- Personal Selling- Emerging Trends in Sales Management, Selling Process, Sales Management Process, Competencies- Types of Sales Organizations- Qualities and Responsibilities of Sales Manager- Types of Sales Organizations
Selling Skills & Selling Strategies- Selling and Business Styles- Selling Skills- Situations- Selling Process- Sales Presentation- Handling Customer Objections- Follow-Up-Action

Module 2

08 Hours

Sales Force Strategic Role – Business Strategy, Strategic marketing planning, implementation. Purpose of sales programs and its elements, account relationship strategy, basic types of selling models
Management of Sales Territory & Sales Quota- Sales Territory- Meaning- Size-Designing- Sales Quota- Procedure for Sales Quota- Types of Sales Quota- Methods of Setting Sales Quota. Insight into quantitative and qualitative sales forecasting methods.

Module 3

08 Hours

Sales force Recruitment, Motivation and Compensation- Recruitment and Selection of Sales Force- hiring criteria, sources to recruit, selection and validation process. Training of Sales Force – Topics for training, line, staff, outside trainers. Nature of Motivation- Importance, basic model and Factors in the Motivation- Compensation- Meaning- Types- Compensation Plans and Evaluation of Sales Force by Performance and Appraisal Process

Part – B: Negotiation Management

Module 4

08 Hours

Introduction to negotiation – elements and multiparty negotiation, myths and facts
Negotiation process – stages: preparation, opening session, bargaining, settlement, distributive bargaining – opening offers norms and counter offers

Module 5

07 Hours

More Types of bargaining: integrative bargaining – categorization method, interest-based bargaining
Gaining leverage through power and persuasion, key strategy elements – time, information and power, Ethics, fairness and trust in negotiation. The influence of culture and gender in negotiation, closing the deal – cognitive, emotional and process issues - bargaining trap – building a relationship

Prescribed text

1. William E Cron, Thomas E. Decarlo, Sales Management, Wiley, 10/e
2. Michael, R. Carell., & Heavrin, Christina. Negotiation essentials. Pearson.

Reference Books

3. Gupta, S.L., Sales & Retail Management: An Indian Perspective, Excel Books 2007, 1/e
4. David Jobber, Geoff Lancaster, Selling and Sales Management, Prentice Hall.

Financial Management Specialization

21 MBA FM 321

Working Capital Management

Module 1

08 Hours

Overview of Working Capital Management- Concept of Working Capital - Determination of Working Capital requirements -Determination of Level of Current Assets -Sources for Financing Working Capital- Policies related to Current Assets Investment - Determining Financing mix - Role of Working Capital in Public and Private Sector Enterprises - Working Capital Cycle - Optimum level of Working Capital

Module 2

08 Hours

Cash Management- Meaning - Objectives of Cash Management - Nature of Cash - Motives of holding cash - Cash Management planning aspects - Cash Budgets(*Problems*), Cash Management control aspects
-Concentration banking - Lock box system - Playing the float -Cash Management models - William J Baumol Model- Miller-Orr Model(*Problems using these models*)

Module 3

08 Hours

Receivables Management-Meaning - Purpose - Cost of maintaining Receivables - Aspects of Management of Receivables - Credit policy - Credit analysis - Control of receivables - Monitoring of Receivables – Factoring and Forfeiting of receivables.

Module 4

08 Hours

Inventory Management- Meaning of Inventory - Need/Purpose of holding inventory - Benefits of holding inventory - Risk and cost of holding inventory - Management of Inventory - Objectives of Inventory Management - Techniques of Inventory Management - Economic Order Quantity (EOQ) - Determination of Stock levels - ABC analysis - Just in Time (JIT)

Module 5

07 Hours

Working Capital Finance, Regulations, Policies and Strategies - Sources: Short term sources - Bank Finance, Trade Credit, Cash Credit, Commercial Papers - Working Capital Financing - Short term financing - Spontaneous financing - Negotiated financing - Composition of Short term financing - Long term financing: Equity, Debentures and Preference Capital, Long term loans.

Committee Reports: Nayak's Committee on SSI, Daheija Committee, Tondon Committee, Chore Committee Reports - Maximum Permissible Bank Finance methods, Recent amendments on Working Capital financing.

Reference Books:

1. Chandra, Prasanna, *Financial Management*, 9th Edition, TMH, New Delhi, 2013.
2. Khan M.Y., and P.K. Jain, *Financial Management*, 7th Edition, TMH, New Delhi, 2014.
3. Pandey, I.M., *Financial Management*, Vikas Publishing, 12th Edition, New Delhi, 2013.
4. Vanhorne, James C, and John M Wachowicz, Jr, *Fundamentals of Financial Management*, Pearson / PHI, 8th Edition, New Delhi, 2010.
5. Keown, Martin, and Petty Scott, *Financial Management: Principles and Applications*, PHI, New Delhi, 2013.

21 MBAFM 322 Project Management and Finance

Module 1

08Hours

Capital Investment and Project Identification:

Types of Capital Investment, Phases of Capital Budgeting, Levels of Decision

Making - Objectives of Capital Budgeting, Resource Allocation, Key criteria for Allocation of Resources, Common Weakness in Capital Budgeting.

Project Identification, Formulation and Strategy: Generation and Screening of Project Ideas.

Module 2

08Hours

Monitoring the Environment and Analysis:

Monitoring the Environment, Corporate Appraisal, Scouting for Project Ideas, Sources for Positive NPV, Qualities of Successful Entrepreneur.

Analysis: Market and Demand Analysis - Situational analysis, Collection of

Secondary information, Conduct of Market Survey, Characterization of Market, Demand Forecasting. Technical Analysis - Material Inputs and Utilities, Manufacturing Process

and Technology, Product Mix, Plant Capacity, Location and Site, Machinery and Equipment, Structure and Civil Works, Project Charts and Layouts, Work Schedule, PEST Analysis. Environmental Appraisal – Pollution Prevention, Environmental Regulation regarding Project, Social Appraisal, Social Cost Benefit Analysis, Rational for SCBA, UNIDO approach to SCBA.

Module 3

08Hours

Financial Analysis - Cost of Project, Means of Financing, Estimates of Sales and Production, Project Cash Flow Statement, Projected Balance Sheet, Viewing a Project from different points of view.

Definition of CF by FI and Planning Commission, Biases in CF estimation.

Module 4

08 Hours

Selection, Types and Measures of Risk: Risk Estimation -Sensitivity Analysis, Scenario Analysis, Decision Tree Analysis, Selection of Project, Risk analysis in Practice. Special Decision Situations: Choice between Mutually Exclusive Projects of Unequal Life, Optimal Timing Decision, Determination of Economic Life, Interrelationships between Investment and Financing Aspects, Inflation and Capital Budgeting.

Module 5

07 Hours

Financing and Implementation: Project Financing in India- Sources of Project Finance - Long Term Funds – Foreign Currency Funds, Term Loan Procedures.

SEBI guidelines, Tax Implications in Project Finance, Tax incentives relating to setting up Projects.

Project Management - Forms of project organization, Project control, Human aspects, Prerequisite for successful project implementation. Network techniques for Project Management, Development of Project Network, Time estimation, Determination of Critical Path, PERT & CPM models, Network Cost System.

Recommended Books:

1. Prasanna Chandra - Project Planning: Analysis, Selection, Implementation and Review - TMH

Further Readings:

1. Sitangshu Khatua - Project Management and Appraisal - Oxford University Press.
2. Subhash Chandra Das - Project Management and Control
3. Nicholas - Project Management for Business and Technology: Principles and Practice - Pearson/PHI
4. Gray & Larson - Project Management: The Managerial Process – TMH

21 MBAFM 323

Investment Analysis and Management

Module 1

08 Hours

Introduction to Investment Management: Concepts of investment, investment objectives, Trading and speculation, gambling, margin trading, short selling, investment risks, investment avenues, asset classes, measurement of risk and return, historical return and expected return of a security and portfolio, systematic and unsystematic risk, standard deviation and beta, risk return relationships, stock markets in India, functions, trading and settlement, listing of securities, stock market Indices and its uses, rolling return analysis of Sensex.

Module2

08Hours

Analyzing and Managing Fixed Income Investments: Bond and fixed income securities, features, bond fundamentals and terminologies, term structure of interest rates, types of bonds, valuation of bonds, bond yields, bond pricing theorems, duration of bond and immunization of interest rate risk, bond portfolio management.

Module3

08 hours

Fundamental Analysis and Technical Security Analysis: Equity research, Economy, industry and company analysis, Dow Theory, support and resistance, advance decline ratio, putcall ratio, volume, chart patterns, technical indicators, limitations of technical analysis and behavioral finance.

Module 4

08 Hours

Developments in Investment Theory: Modern portfolio theories, Markowitz portfolio selection model, analysis of return and risk, efficient portfolio, portfolio asset allocation and diversification, capital market line, security market line, capital asset pricing model, single index model, arbitrage pricing model, efficient market hypothesis, random walk theory, stock market anomalies.

Module 5

07 Hours

Investment Management Strategies and Performance Evaluation: Active Vs. Passive strategy, Market timing, sector rotation, value and growth strategy, international diversification, Sharpe, Treynor and Jensen's measure of portfolio performance evaluation.

Note: Type of Question Paper for SEE: Objective type Online)

Reference Books:

1. Reilly & Brown, *Investment Analysis & Portfolio Management*, 7th Edition, Thomson Learning, 2004.
2. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, 3rd

Edition, McGraw Hill publication, 2008.

3. Strong, Robert A, *Practical Investment Management*, Third Edition, Thomson publication, 2004.

4. Bodie, Zvi, et.al, *Investments*, 8th Edition, Tata Mc Graw Hill Publication, New Delhi, 2009

21MBAFM 324 Financial Services

Module 1

08 Hours

Merchant Banking - Nature and Scope - Types of Merchant Bankers - SEBI Guidelines for Merchant Bankers - Issue Management - Pre & Post Issues activities

Module 2

08 Hours

Mutual Funds and Securitization - Structure of Mutual Funds - Types Mutual Funds - Advantages of Mutual Funds - Mutual Funds Regulations - Mutual Fund in India
Securitization - Concept and meaning - Features - Players involved in Securitization and Process of Securitization - Special Purpose Vehicle - Pass Through Certificate - Benefits of Securitization - SARFAESI Act, 2002

Module 3

08 Hours

Credit Rating and Depository Services and Participants - Concept and meaning - Need and importance of Credit rating - Types of Credit rating - Kinds of Instruments rated - Credit rating symbols - Credit Rating advantages and disadvantages - Credit Rating Agencies in India - CRISIL, CARE, ICRA and Fitch India - Process of Credit Rating and Methodology by Indian Credit Rating Agencies
Depository Services and Depository Participants - Need - Role of Depositories and their Services - Advantages of Depository System - Role of NSDL and CDSL - Demat Services

Module 4

08 Hours

Leasing and Hire Purchase - Types of leases - Problems on evaluation of leasing option vs. Borrowing

Module 5

07 Hours

Money Market and Instruments - Money Market and Capital market - Treasury Bills - Commercial Bills - Commercial Paper - Certificate of Deposit - Repo/Reverse Repo - Call Money - Notice Money - Term Money - Credit Card - Bill Discounting - Factoring - Forfeiting
- Consumer Finance - Mortgage and Reverse Mortgage Service
Venture Capital - Growth of Venture Capital in India - Need and Scope - Process and methods of Financing - Angel Financing

Reference Books:

1. Vasanth Desai, *Financial Markets & Financial Services*, HPH, Mumbai
2. Punithavathy Pandian, *Financial Markets and Services*, Vikas Publishing House, New Delhi
3. Gordon E & Natarajan, *Financial Services*, HPH, Mumbai
4. Machiraju, H.R., *Merchant Banking Principles and Practice*, New Age International.
5. Guruswamy, S.G., *Financial Markets & Institutions*, Thomson Learning.
6. Bhole L. M & Mahakud, *Financial Institutions and Market*, TMH, New Delhi
7. Khan, M.Y., *Indian Financial System*, TMH, New Delhi
8. Bhalla VK., *Management of Financial Services*, Anmol Publications Pvt. Ltd
9. Dr. Shanmugham R., *Financial Services*, Wiley India Pvt. Ltd

Human Resource Management Specialization

21MBAHR 331 Organisational Design

Module 1

09 Hours

Organizational Reality

Interpreting Organizational Reality-Images of Organization-Value Creation by Organization-Organization Theories- Changing Face of Organization Theories.

Module 2

08 Hours

Organizational Effectiveness

Significance of Organizational Effectiveness-Different Approaches to Organizational Effectiveness- Measuring Effectiveness-Building Effective Entrepreneurial Organisation.

Module 3

07 Hours

Organizational Structure, Design and Strategy

Types of Organizational Structure-Determinants of Organizational Design-Components of Organizational Design-Complexity, Formalization and Centralization-Changing Environmental and Technological

Impact on Organizations-Strategies for Managing-Changing Environment and Technology-Strategy- Structure Link-Organizational Decision Making-Strategy Formulation and Strategy Implementation- Building Shared Destiny Relationships in Organizations.

Module 4

07 Hours

Organizational Power, Conflict, and Politics

Significance of Power and Politics in Organizations- Structural Determinants of Organizational Power- Imbalances of Power-Sources of Organizational Conflicts-Managing

Organizational Conflicts- Implications for Future Organization Leaders.

Module 5

08 hours

Transforming Organisations

Change Vs Transformation, Organizational Culture – Essence of Organizational Culture, Organizational Culture and Success-Organizations as Learning Systems-Organization As

University-Continuing Learning-Redesigning Work-Democratizing Information-SeniorManagers As Faculty-A New Manifesto for Organization Leadership

References

1. Stephen P. Robbins and Mary Mathew. (2018), *Organization Theory, Structure, Design, and Applications*, Pearson.
2. Gareth R. Jones and Mary Mathew (2018), *Organizational Theory, Design, and Change*, Pearson.
3. Madukar Shukla (2019), *Understanding Organizations-Organizational Theory and Practice in India*, PHI Learning Private Limited, New Delhi.
4. Sumantra Ghoshal, Gita Piramal and Christopher A. Bartlett (2000), *Managing Radical What Companies Change Must Do To Become World-Class*, Penguin Books (NZ) Ltd.

21MBAHR 332 Interpersonal and Group Processes

Module 1

08 Hours

Groups and Learning- definition of groups - Reasons for forming groups - stages of group development - characteristics of groups - External conditions imposed on group - organizations and group as a medium of learning

Module 2

08 Hours

Organization development and Change- Managing change - Forces of Change in Organization - Organization development - Organization development Interventions or Techniques

Group Cohesiveness and Influence Processes- Cohesiveness - consequences of group cohesiveness - groupthink- groups to accomplish objectives.

Module 3

08 Hours

Interpersonal Communication- Definition of communication - the communication process - Informal communication - barriers to effective communication - keys to effective supervisory communication

Interpersonal Awareness trust and feedback process- Functions of interpersonal communication - development of interpersonal relationship - Managing Interpersonal trust and distrust.

Module 4

08 Hours

Group decision makes- Meaning of decision-making - The decision Making Process - Organizational model of decision-making behavior - decision making techniques - Group decision making.

Group Synergy and Team Building- Understanding work teams - application of teamwork - Types of Teams - Reasons for using teams

Module 5

07 Hours

Organization Power and Politics - The concept of power - structural sources of power - uncertainty reduction - substitutability and centrality - Managing the boss - consequences of using power - Political behavior in organizations

Note: Type of Question Paper for SEE: Objective Type (Online)

Reference books:

1. Bernard M Bass and Edward C Ryterband “Organizational Psychology” Allyn and Bacon Boston.
2. Organizational Behaviour- Human Behaviour at work- by John. W. Newstrom and Keith Davis Tata McGraw Hill, II/e, 2003
3. Marvin E. Shaw “Group Dynamics: The Psychology of Small Group Behaviour” McGraw Hill New York.
4. Hersey Paul & Kenneth Blanchard - Management of Organizational Behaviour-Pearson Education /PHI
5. Theories of Personality- Calvin S Hall Et Al, Wiley Publication
6. Training in Interpersonal Skills-tips for managing People at work, Stephen Robbins, Et al, Pearson.
7. Gary Yukl - Leadership in Organizations, 5/e- Pearson Education

21MBAHR 333 Recruitment and Selection

Module 1

08 Hours

The human resource planning process. Indicators and trends. Ascertaining demand and supply

in human resource. Causes of demand, forecasting techniques and human resource requirements. Organizational and external factors affecting recruitment. Sources of methods of recruitment. Assessing recruitment methods. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.

Module 2

08 Hours

Job analysis and design. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Job analysis techniques.

Module 3

08 Hours

Influences on recruitment and selection. Selection as a process. Techniques and tools used in recruitment process – tests and interview techniques, Background verification and references, Validity and reliability of selection methods.

Module 4

07 Hours

Ethical issues in recruitment & Selection process, e.g. equal opportunity, unfair discrimination, data protection. Methods for using information in selection decisions.

Module 5

08 Hours

Influences on recruitment and selection. Selection as a process. Techniques and tools used in recruitment process – tests and interview techniques, Background verification and reference checks, Orientation programmes and orientation follow-up. Employee placement: promotions, transfers and demotions. Separations: attrition, layoffs and termination. Validity and reliability of selection methods.

Suggested Readings:

Heneman, Herbert G., III, & Judge, Timothy A. (2009). Staffing Organizations. McGraw-Hill Irwin. Stewart, C.J. and Cash, C.J. Jr., Interviewing: Principles and Practices, McGraw-Hill, 2000.

21MBAHR 334

Industrial Legislations

Module 1

07 Hours

Indian Industrial Relations – An overview – A general survey - need - objectives and principle of legal environment. Importance and objectives of Industrial Relations - Main approaches to IR.

Labour and Indian constitution - Special features of Indian Industrial Relations - Policies and practices in India

- Code of Discipline and historical initiatives for harmonious IR - Government policies relating to labour in 5 year plans - Legal Enactments - ILO and its influence on Legal Enactments in India

Collective Bargaining and Trade Union in India: Definition - Essential conditions for the success of collective bargaining - Functions of collective bargaining - Collective bargaining process - Prerequisites for collective bargaining - Trends and conclusions - Techniques of negotiation. Trade Unions: Meaning - Historical perspective of trade union movement in India

- Functions of trade unions - Objectives of important trade unions - Union structure - Problems of trade unions - Measures to strengthen trade union movement in India - Rights and responsibilities - Future trends of trade union movement in India

Module 2

08 Hours

Grievance procedure and Discipline management - Grievance - Meaning and forms - Approaches to grievance machinery - Grievance procedures - Model grievance procedure. Discipline – Judicial approach to discipline - Domestic enquiries - Disciplinary procedures - approaches to manage discipline in Industry-Industrial Conflicts - Nature of conflicts and its manifestations - Causes and types of Industrial conflicts - Prevention of Industrial conflicts - Settlement of Industrial conflicts-Employer's federations and their role in IR

Factories Act' 1948

Shops and commercial Establishments Act

Module 3

08 Hours

1. Payment of Gratuity Act' 1972
2. Payment of Wages Act
3. Maternity Benefit Act' 1961
4. Employee's provident Fund and Miscellaneous Provisions Act' 1952

Module 4

08 Hours

1. Trade Union Act

2. Industrial Disputes Act
3. Workmen's Compensation Act
4. Employee's State Insurance (E.S.I) Act

Module 5

08 Hours

1. Payment of Bonus Act' 1965
2. Contract Labour (Regulation & Abolition) Act' 1970
3. Industrial Employment standing order's Act' 1946
4. Minimum wages Act' 1948
5. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Reference Books:

1. Mamoria&Mamoria – 'Dynamics of Industrial Relations', Himalaya Publishing house,Mumbai.
2. Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
3. P R N Sinha et al Industrial Relations, Trade Unions &Labour Legislation, PearsonEducation
4. Dr.M V Pylee and A Simon George – Industrial Relations and PersonnelManagement, VikasPublishing House Pvt. Ltd.
5. R S Davar – Personnel Management and Industrial Relations, Vikas Publishing House,Mumbai
6. Myers, A Charles and Karnnappan S – Industrial Relations in India, Asia PublicationHouse, Mumbai.
7. Dale Yoder and Paul D, Standohar – Personnel Management and Industrial Relations, Prentice Hall ofIndia, EEE/Pearson Education
8. Allan Cowling and Philip James – The Essence of Personnel Management andIndustrial Relations,Prentice Hall of India, EEE/Pearson Education

Banking Specialization

21MBABF 341 Principles of Banking

Module – 1

08 hours

Money-definition & evolution. Banking-evolution, financial intermediation, definition of banking – business of trust and fiduciary responsibility. Ethics in Banking-Need and

importance. Spread of banking, branch penetration, social banking. Overview of banking-central bank and types of banks, universal and differentiated banks, commercial banks - traditional services. Types of customers, Banker-Customer Legal relationship, Rights and obligations of the Banker & Customer

Module – 2

07 hours

Regulations of RBI – KYC/AML, customer education and financial inclusion, RBI guidelines on KYC/AML regulations. CKYC & Ekyc. Preventive Vigilance. Banking services and products – Liability Products. Filling up of multiple account opening forms & other forms (BFS). Overview of Asset products.

Module – 3

08 hours

Funds transfer & the need for funds transfer. Movement of funds through banking and non-banking channels. Methods of funds transfer, security measures, concept of float funds. Instruments for funds transfer-cheques, demand drafts, pay orders or bankers' cheques. procedure for encashment of draft, payment orders/bankers' cheques, validity of instruments, loss DD, cancellation of DDs, revalidation, issue of duplicates. Electronic funds transfer such as RTGS, NEFT, SWIFT, mobile banking, internet banking

Module – 4

09 hours

Clearing – MICR/Non MICR, Cheque truncation, Collection of cheques and bills. National Automated Clearing House (NACH). Payment & settlement Act-2007. SIPS – rules 2008, 2 factor authentication, 3 factor authentication OTP, CVV, elaborate). Cash handling procedure at branches/currency chests. Clean note policy, dealing with counterfeit currencies, movement of cash from and to currency chest etc. CRR, cash retention limit, Note refund rules.

Module – 5

07 hours

Allied Banking Services. Collection of taxes and utility Bills, Safe Custody and Safe Deposit Lockers & Stamp vending. Distribution of 3rd Party products- Mutual Fund and insurance products. Role of Commercial banks in IPO/FPO for equity. Role of bankers in private placement of debt or equity. Para Banking products-PPF, NPS, Pension payments & Senior Citizen Savings Scheme. Depository and De-mat services.

Reference Books:

1. Principles & Practice of Banking, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
2. Basics of Banking (Know Your Banking – I), IIBF, Taxmann Publications (P) Ltd

3. Banking An Introduction, IIBF, Taxmann Publications (P) Ltd
4. Banking Products and services, IIBF, Taxmann Publications (P) Ltd
5. Anti-Money Laundering & Know Your Customer, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
6. Workbook on Principles and Practices of Banking; Accounting and finance for bankers; Legal and Regulatory Aspects of Banking , 2009, IIBF, Taxmann Publications (P) Ltd

21MBABF 342

Branch Management and Operational Risk Management

Module – 1

09 hours

Introduction to Management - Concept, Nature, Importance. Levels of Management. Business Ethics – what, how and why? Governance & Social Responsibility. Functions of Management - Planning, Organizing, Staffing, Directing, coordinating and controlling. Organizational structure of the Bank and role of branch banking. Highlights of the business performance of the Bank (QOQ). Business budgeting. Preparing for senior officers' visits, performance review meetings, replying visit reports and presenting branch requirements, proposals for such requests. Data Management and Data Analytics.

Module – 2

08 hours

Official Language Policy (OLP), maintenance of OLP records. Branch location, Selection of Premises – owned and leased, Lease deed execution, payment of rents, payment of other expenses like utilities, coloring and whitewashing, display boards, cleaning and upkeep of branch premises. Security aspects at branch level- Internal security- Keys management, Gun licenses, Liaison with police and civil authorities. Compliance to Shops and Establishment Act, Labour acts and other applicable local laws/rules.

Module – 3**07 hours**

Exercise of Financial and Miscellaneous Powers, competent authority for sanction of various expenses for branch requirements, submission of proposals and monitoring of these aspects. Records maintenance, space management, segregation and destruction of old records, Record of Furniture & Fittings–Depreciation, Maintenance and management of computer systems, AMCs, insurance of assets. Customer amenities, Customer committee meetings & Organizing Customer meets.

Module – 4**06 hours**

Analysis of Branch's GL and PL accounts, Profitability concept, Transfer pricing, Monitoring of Non customer accounts in CBS. Scrutiny of Post EOD reports, monitoring of critical & dormant accounts. Branch Inspection and Audit - Preparing for and attending various types of audits, Annual inspection reports, Statutory, Revenue, Concurrent Audits, special investigations, reply and closure of these reports.

Module – 5**09 hours**

People management in Branches-

Performance Appraisal forms (PAFs), Service Regulations, Code of Conduct - specific to the Bank, team Management, conflict resolution, allotment and rotation of duties specific to the Bank. Career Management – Skill Development, Vertical & Horizontal movements, assuming ownership & responsibility, Specialization – Planning for career advancement/progression for self & team members.

Team dynamics-

For better interpersonal relationship with superiors, subordinates and peers. Employee ownership and commitment-passion at work place, career effectiveness and intrinsic motivation. Workplace skills. Stress Management. Conflict Management. Operational Risk Management, Frauds – Areas, Monitoring, Prevention and Management, Preventive Vigilance

Reference Books:

1. General Bank Management, IIBF, Macmillan Publishers India Pvt Ltd
2. Accounting & Finance for Managers, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
3. Bank Financial Management, IIBF, Macmillan Publishers India Pvt Ltd

21MBABF 343**Banking and Insurance Marketing****Module – 1****09 hours**

Categories of financial products - Insurance, Banks, Stocks, Mutual Funds, Pension plans, other savings products - The financial services marketing environment- The distinctive aspects

of services marketing; microand macro environmental forces; new developments and trends - Regulations governing financial services marketing, Ethical issues in the marketing of financial services, Ethics in relation to the individual and societyas a whole.

Module – 2

08 hours

Meaning & scope of marketing, modern concepts of marketing, marketing strategy, STP approach, differences between goods & services marketing, marketing environment with references to Banking & Insurance in India, customers expectation & orientation with references to Banking & Insurance in India.

Module – 3

07 hours

The concept of Banking Marketing & insurance marketing, formulation of marketing mix for banking and insurance sector, Promotion strategy for banks and insurance sector. Relationship marketing, behavioural profile of customers, factors influencing customer behaviour, Basic problems in life insurance marketing.

Module – 4

07 hours

Product, New product development process, product life cycle, branding, methods of pricing and strategy with references to Banking & Insurance in India.

Module – 5

08 hours

Promotion mix, managing the sales force, selling process, selling skill, distribution strategy with reference to banking and insurance sector - Delivery of services, the process and measurement, understanding of service quality and building customer relationship. Case studies from Banking & Insurance sector

Reference Books:

1. Marketing Financial services-HoomanEstelami.
2. The Financial Services Handbook-Evelyn enrich &DukFanelli.
3. Marketing Financial Services –Elsevier.
4. C B Gupta &Rajan Nair, Marketing Management, Sultan Chand & Sons
5. S Arora, Marketing of Financial Services, Deep and Deep Publications
6. R Keshavanathan, Banking and Insurance Management, Academic Excellence Publications

21MB ABF 344

Retail Banking

Module – 1

07 hours

Retail Banking-Definition, concepts, advantage/disadvantages, opportunities & challenges. Strategies for increasing retail banking business – Product innovation, quality service and quickness in delivery, new delivery channels, tapping unexploited potential, cross selling, business process outsourcing, Tie- up arrangements.

Module – 2

07 hours

Special features of Retail Credit - volume driven, credit assessment capability, documentation, and processing capability, regular and constant follow – up, skilled human resource, technological support.

Module – 3

08 hours

Issues in Retail Credit - knowing the customer, technological issues, organizational set – up, product innovation, pricing of products, processing charges, rural orientation, customer service. Importance of rating the borrower in retail credit, reading of CIBIL reports.

Module – 4

08 hours

Issues in Retail Credit - knowing the customer, technological issues, organizational set – up, product innovation, pricing of products, processing charges, rural orientation, customer service. Importance of rating the borrower in retail credit, reading of CIBIL reports. Personal Loans-Concepts, features and key aspects. Vehicle Loans-Concepts, features and key aspects.

Module – 5

09 hours

Home Loans-Concepts, features and key aspects. Home improvement Loans. Interest Subsidy Scheme for Housing for the urban poor. CERSAI-objectives and features/Creation of change with CERSAI. Loan against Future Rent Receivables. Mortgage Loans. Education Loans-Concepts, features and key aspects. MSME Loans-Concepts, features and key aspects

Reference Books:

1. Retail Banking, IIBF, Macmillan Publishers India Pvt Ltd
2. Retail Assets Product & Other Related Services, IIBF, Macmillan Publishers India Pvt Ltd
3. Retail Liability Product & Other Related Services, IIBF, Macmillan Publishers India Pvt Ltd

Information Technology Specialization

21MBAIT351

Information Security Management

Module 1:

08 hours

Introduction to the Management of Information Security: Introduction to Security, Key Concepts of Information Security: Threats and Attacks, Principles of Information Security Management. Governance and Strategic Planning for Security: The Role of Planning, Strategic Planning

Module 2:

08 hours

Developing the Security Program: Organizing for Security, Placing Information Security Within an Organization, Components of the Security Program, Implementing Security Education, Training, and Awareness, Project Management in Information Security. Risk Management: Assessing Risk: Introduction to the Management of Risk in Information Security, The Risk Management Process

Module 3:

08 hours

Risk Management (Treating Risk): Introduction to Risk Treatment, Managing Risk, Alternative Risk Management Methodologies. Security Management Practices: Introduction to Security Practices, Security Employment Practices, Information Security Performance Measurement.

Module 4:

08 hours

Planning for Contingencies: Introduction to Contingency Planning, Incident Response, Disaster Recovery, Business Continuity, Crisis Management, Business Resumption.

Module 5:

07 hours

Security Maintenance: Introduction to Security Maintenance, Security Management Maintenance Models. Protection Mechanisms: Introduction to Protection Mechanisms, Managing Network Security: Firewalls, Intrusion Detection and Prevention Systems, Wireless Networking Protection.

Required Texts:

Michael E. Whitman Herbert J. Mofford, Management of Information Security, 6th Edition, 2018.

Supplementary Texts:

1. Heru Susanto, Mohammad Nabil Almunawar, Information Security Management System, CRC Press.
2. Tony Campbell, Practical Information Security Management, Apress.
3. Bel G. Raggad, Information Security Management Concepts and Practice, CRC Pres

21MBAIT352

Business Analysis

Module 1:

07 hours

Enterprise Applications Overview: Business Problems, Patterns and Solutions- Self-Service, Information Aggregation, Collaboration, Extended Enterprise, Evolution of Application Software-Introduction to Architectural evolution of software applications, Introduction to business need driven evolution of software applications, Application dissected- Introduction to Business Architecture, Logical Architecture, Application architecture, Data architecture, Infrastructure architecture

Module 2:

08 hours

Requirement Engineering: Introduction to Requirements Engineering, Software Requirements Definitions, Risks from Inadequate Requirements Processes, Characteristics of Good Requirements, Business versus Application-centric thinking, Limitations of conventional methods, Components of Software Requirements, Requirements – Development and Management

Module 3:

08 hours

Requirements Management and Communication: Stakeholder analysis and management identification of stakeholders, determine their interests and influence, typical stakeholders in a project, advantages of stakeholder management and techniques for managing them, Requirements work division strategy, Knowledge Management during Requirements Management and KM practices, Requirements Risks = risk identification, categorization, prioritization, response and monitoring, Manage Scope of Requirements, scope definition, base lining and scope change management, Requirements Communication Plan, Requirements Package- to identify the appropriate requirements specification formats and contents of a typical SRS, Requirements Validation, Managing Requirements Changes

Module 4:

08 hours

Requirements Engineering - Elicitation, Analysis and Modeling: Introduction to Requirements- Definition, Risks and Characteristics Components of Software Requirements, Requirements Elicitation (RE) - Introduction Issues in RE Elicitation Techniques Preparation, Modeling Business Process Requirements Analysis Structured Systems Analysis and Design(SSAD), Process Modeling, Data Modeling Object Oriented Analysis and Design (OOAD), Introduction to UML, Use Case Diagrams, Activity Diagrams, Class Diagrams, Sequence Diagrams

Module 5:**08 hours**

Introduction to Process Analysis: The static analysis methodology- issue elicitation, issue analysis and recommendation formulation, (As-Is) process, To-Be process A systematic methodology of performing Dynamic Analysis- analyze business process models and optimize through the use of simulation, process change impact on organization, customers and partners, the limitations of Dynamic Analysis, To apply the methodology for performing dynamic analysis of a business process- business process in response to variations of inputs to the process

Required Texts:

1. Robertson & Robertson “Mastering the Requirement Process” Addison Wesley
2. Karl E. Wieggers, “Software Requirements”, Microsoft Press
3. Aligning IT Solutions with Business Processes - A Methodological Approach - Venky Shankararaman, Pearson
4. Roger Pressman, “Software Engineering - A Practical Approach”, McGraw Hill
5. Ralph R. Young - “Project Requirements - A guide to best practices”, Management concepts

Operations Management [Specialization]

21MBAOM 361**Logistics and Supply Chain Management****Module 1: Introduction to supply chain****7 Hours**

Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits, Supply chain Drivers and Metrics

Module 2: Introduction to Logistics**8 Hours**

Logistics: A System Concept, Objectives of Logistics Management, Customer Value chain, Logistics Function, Logistics for Business Excellence, Customer service phase in logistics., Supply Chain management process, role of Logistics in Supply chain, Mapping the Supply chain, E Business and Supply chain.

Module 3: Designing the Supply chain Network**8 Hours**

Designing the supply chain network: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network designing the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation.

Module 4: Sourcing and Logistics design for distribution channels**8 Hours**

Role of Sourcing, Supplier scoring and Assessment, Supplier selection and Contracts, Sourcing Decisions, Distribution channel structure, Common Channel structure, Channel members- channel strategy- Logistics support to Distribution channel, International Shipping- characteristics and structure, containerization, international conventions and Indian Law, Maritime frauds and Unethical practices.

Module 5: Warehousing

8 Hours

Warehousing- A Logistical Challenge, Functions of Warehousing, Warehouse options, Warehouse Site Selection, Warehouse options, Warehouse Site Selection, Warehousing in India, Warehouse Decision Model.

Note: Type of Question Paper for SEE: Objective Type (Online)

Learning Resources

1. Chopra Sunil & Peter Meindl, Supply Chain Management, Pearson Education, 4th Ed., 2010.
2. John T Menzer, Supply Chain Management, Response Books, Sage Publishers, 2001.
3. John J. Coyle, Edward J. Bardi and C. John Langley Jr. "The Management of Business Logistic. A Supply Chain Perspective" Thomson Asia, 7th Edition.
4. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.

21MBAOM 362

Project Management [PMP]

Module 1: Modern Project Management; What is a project?- The project lifecycle, The Project Manager, Being part of a project team; Current Drivers of Project Management; Project Governance- Alignment of Projects with Organizational Strategy;. Organization Strategy and Project Selection: The Strategic Management Process: An overview, the need for a Project Portfolio Management System, A Portfolio Management System, Selection Criteria, Applying a selection model, managing the portfolio system.

8 hours

Module 2: Organization: Structure and Culture; Project Management Structures, Organizational Culture, Implications of Organizational Culture or Organizing Projects: Defining the Project (All five Steps), Responsibility Matrices, Stakeholder mapping, Project Communication Plan: Estimating Project Times and Cost- Estimating Guidelines or times cost and Resources, Top-Down vs Bottom-up Estimating.

7

hours

Module 3: Developing a project Plan: Development of network diagram, network analysis, Critical path, Concept of Lags in a network, Risk Management Process, Contingency Planning,; Scheduling Resources and Costs- Types of Resource Constraints, Resource Allocation Methods, Computer Demonstration of Resource-Constrained Scheduling, Multi project Resource Schedules.

8

hours

Module 4: Effective Project Manager: Managing Project Stakeholders, Influence as Exchange, Social Networking Teams, Qualities of an effective project manager; Managing Project teams- The five stage team development model, Building High Performance project teams, Managing project teams virtually, Project team pitfalls.

8 hours

Module 5: Progress and Performance Measurement and Evaluation, Developing a Status report, Indices to monitor progress, Project Closure- Types of project closure, wrap up closure activities, Post implementation evaluation, Retrospectives, International Projects- Cross cultural considerations, Project Site selection.

8 hours

PRESCRIBED TEXT BOOK(S)

1. Gray, C. F., Larson, E. W., and Desai, G.V., (2014) ‘Project Management – The managerial process’, Sixth Edition, McGraw Hill, New Delhi.

OTHER READINGS AND REFERENCES

- a. Mantel, S. J., Meredith, J. R., Shafer, S. M., Sutton, M. M., and Gopalan, M. R., (2014) ‘Project Management – Core text book’, Second Indian Edition, Wiley India, New Delhi.

Entrepreneurship and Managing Startups[Specialisation]

21MBAED 371

New Venture Creation

Module 1: The Entrepreneurial Mind for an Entrepreneurial Society

09 Hours

Overview of Entrepreneurship - Entrepreneurial Mindset and Personality-Models of entrepreneurship- Society Economics and Entrepreneurship- Models of entrepreneurship

Module 2: The Opportunity

09 Hours

Entrepreneurial Innovation Types and Operations- Opportunity Recognition- Idea Pitches -Initial Vetting: Interviews and Research- Unit Economics

Module 3: The Founder and Team

07 Hours

Identifying the Co-founding Team-Developing the Management Team- Legal Forms of Business

Module 4: Financing Entrepreneurial Ventures

07 Hours

Sources of capital- Importance – Stages of raising capital -

Module 5: Startup and Beyond

07 Hours

Formulation of Entrepreneurial plan- Challenges of New Venture Startups- Critical Factors of New venture Development, The final harvest of new venture, supporting system for Entrepreneurship

Recommended Books:

Entrepreneurship – Robert D Hisrich, Michael Peters - McGrawHill PublicationEntrepreneurship –

D.FKuratko , T.V Rao – Cengage

21MBAED 372
Family Business Management

Module 1: The Family Business

08 Hours

The Nature, Importance, and Uniqueness of Family Business- Great Families in Business:
Building Trust and Commitment- Ownership of an Enterprise Built To Last

Module 2: Leadership imperative for the family and Business: Succession and Continuity

Succession: Continuing Entrepreneurship and the Next Generation- Succession and The Transfer
of Power.

08 hours

Module 3: Best Practices for the Management and Governance of the family business

Creating the Strategy- Creating the Strategy/Business - Financial Considerations and Valuation
of The Family Business. Key Nonfamily Management: The Visible Commitment to
Managing The Family Business Professionally- Key Nonfamily Management: The Visible
Commitment to Managing The Family Business Professionally- Key Nonfamily Management:
The Visible Commitment to Managing The Family Business Professionally- Key Nonfamily
Management: The Visible Commitment to Managing The Family Business Professionally-
Continuing The Spirit of Enterprise: Lessons From Centennial Family Companies.

08 Hours

Module 4: Family Business Issues and Generational challenges and new approaches

08 Hours

Communication & Conflict-Working in a Family Business-Non-family Management&
Professionalization

Module 5: Governance in the family business

07hours

Governance: Determine When to Decide and When to Delegate- Transition: Plan for the Transfer
of Assets, Roles, and Capabilities

Recommended Books:

Family Business - Ernesto J. Poza , South Western (1 April 2015)

Understanding the Family Business -Keanon J. Alderson – Business Expert Press

Indian Family Business Mantras - Peter Leach, Tatwamasi Dixit -Rupa Publications India

Business Analytics

Value Added Course for III Sem MBA Students

Aim

This Course provides an introduction to business analytics for all students, including those with no prior analytics experience. This course will aim to learn how data analysts describe, predict, and inform business decisions in the specific areas of marketing, human resources, finance, and operations, and will also help to develop basic data literacy and an analytic mind-set that will help you make strategic decisions based on data. This course is introduced as a value added course because Business Analytics was a general elective for the previous batches and from this academic year each specialisation has core courses on Analytics and hence this value added course will be the foundation for core analytics courses in the specific domain area.

Learning Outcome

After learning this course, the students would be able to demonstrate their ability to:

1. Develop, Build and enhance business intelligence capabilities by adapting the appropriate technology and software solutions in big data analytics.
2. Analyze legal and ethical principles applied to contexts and environments of data science and decision making.
3. Design and test effective advanced big data analytics models and simulations for decision making.

Course Delivery

To facilitate students to develop genuine interest in the subject and learn through theory, and practical applications, Text Book (TB) and Additional Reading (AR) are prescribed as the major sources of study materials. They may approach course faculty for any kind of academic and learning assistance.

The major course materials and detail pedagogy plan are given below.

The learning methodologies will include lecture and discussion with PPT*; case-study analysis; video show, assignment writing and PPT* presentation by students.

Module : Big Data Management

08 Hours

Introduction to Big Data: Characteristics, Evolution, Challenges, Opportunities. Developing a Big Data Strategy: Domains and Industries that will use Big Data., Some sample Scenarios. Portfolio & Objectives., Approaches: Cost/Consolidation/New Product/New Service., Manpower Issues., Enabling Technologies for Big Data: Big Data Stack, BDMS, Data for Analytics – Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Master data management. In-memory processing.

Module : Hands on Lab session

02 Hours

- Using IBM Bluemix platform:
 - Visual Recognition
 - Social Media Data Analysis
 - Sentiment Analysis
 - Corpus Linguistics: Machine translation

Fourth Semester

21MBA 41

Business Ethics, Governance and Leadership

Module 1

08 hours

Introducing Business Ethics: Importance of Business Ethics, Relation between business ethics & law, Ethics & morality, Ethical challenges in different types of organization, Globalization, Triple bottom line, Sustainability, Race to the bottom, Ethical dilemma

Framing Business Ethics: Corporation, Corporate Social Responsibility, Stake holder theory, Corporate Citizenship, Corporate accountability and transparency

Evaluating Business Ethics: Role of ethical theory, Normative ethical theory, Consequentiality theories - Egoism, Utilitarianism. Ethics of Duty, Human rights, Justice, Limits of western modernist theory, Alternative perspective on ethical theories - Virtue ethics, Feminist ethics, Discourse ethics, Post modern Ethics

Module 2

08 hours

Making decisions in Business Ethics: Descriptive ethical theory, Ethical decision, Models of ethical decision making process, influence of ethical decision making, Cognitive moral development, Personal value, personal integrity, cultivating moral imagination, situational influences on decision making, moral framing.

Managing Business Ethics: Business ethics management, Code of ethics, Stake holder management, Social accounting

Share Holders and Business Ethics: Importance of shareholders as stakeholders, Understanding Corporate governance and principle-agent relationship, Shareholder relationship with other stake holders, Ethical issues in corporate governance - Executive accountability, Insider trading, Shareholder activism, socially responsible investment, Social purpose corporations.

Module 3

08 hours

Employees and Business Ethics: Employees as stakeholders, Ethical issue in firm employee relation

- Employee Rights, Employee duties, Discrimination, Employee privacy, Employee participation, Work-life balance.

Consumers and Business ethics: Consumers as stakeholders, Consumer rights, consumer deception, consumer vulnerability, Consumerism, consumer privacy, ethical consumption, sustainable consumption, sharing economy.

Supplier, Competitors and Business Ethics: Supplier as stakeholder, competitors as stakeholder, Industrial network, ethical issues and suppliers, conflict of interest, ethical issues and competitors, ethical sourcing, fair trade, circular economy

Module 4

07 hours

Civil society and business ethics: Civil society organizations as stakeholder, Social license to operate, Boycott, CSO accountability, Employee volunteering, Social enterprise, Civil regulation

Government regulation and Business Ethics: Government as stakeholder, Imperative regulation, private regulation, Basic role of government as stakeholder, lobbying, corruption, global governance, government as regulators

Ethical Leadership: Framework, Role, Responsibilities and Principles

Module 5

08 hours

Corporate Governance & Leadership:

Scope, Principles & Elements of Corporate Governance, Role of Directors, Independence of directors, Board composition, stakeholder representation, directorial committees, types of boards, types of director.

Corporate Governance in India, international frameworks (UN Global Compact), OECD principles of corporate governance.

Effective leadership and its impact on corporate governance

Reference Book:

1. Andre Crane and Dirk Matten, Business Ethics, Oxford University Press, New Delhi, 2011

Supplementary Books:

1. N. Balasubramanian, Corporate Governance and Stewardship, Tata McGraw Hill

Education Pvt Ltd, New Delhi, 2011

2. Jill Solomon, Aris Solomon, Corporate Governance and accountability, Wiley India Edition, Wiley India Pvt Limited, New Delhi.

21MBA42 Enterprise Systems

Module I: Introduction

08 hours

Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation

Enterprise: An Overview: Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modeling; Integrated data model

Module 2: Application of Information Technology in EM

08 hours

ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security.

Module 3

07 hours

Open source ERP Hands on with ERP Next and CRM

Module 4

08 hours

ERP Modules Structure: Finance, Sales and Distribution, Manufacturing and Production Planning- Material and Capacity Planning; Shop Floor Control; Quality Management; JIT/Repetitive Manufacturing; Cost Management ; Engineering Data Management; Engineering Change Control ;Configuration Management ;Serialisation/LotControl ;Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking; Plant Maintenance Warranty Claims Tracking, Quality Management Functions of Quality Management., Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection

Module 5

08 hours

ERP: An CRM Perspective: Role of ERP in CRM, Concept of CRM: Objectives of CRM; Benefits of CRM; Components of CRM, Types of CRM: Operational CRM, Analytical CRM, Sales intelligence CRM, Collaborative CRM, Sub-Modules of CRM: Marketing module; Service module; Sales module

Note: Type of Question Paper for SEE: Objective Type (Online)

Suggested Reading:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill
2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill
5. Rajesh Ray, ERP, Publisher: Tata McGraw Hill

21MBA43

Leadership and Team Simulation (Seminar)

The objective of the Course 21MBA43 Leadership and Team Simulation is to reinforce student learning in group dynamics and leadership. Everest V 3 the Leadership and Team Simulation from Harvard Publishing Division uses the context of a Mount Everest expedition. This multi user online simulation presents a series of problem solving and decision making challenges to student teams in the classroom. Team members analyze information on weather, health conditions, supplies, goals, and hiking speed, and determine how much of that information to communicate to their teammates.

This program benefits the students as they can learn how to build, participate in, and lead effective teams, as well as to examine:

1. How teams can improve the way they make decisions,
2. How opposing interests and asymmetric information affect team dynamics,
3. How leaders shape team decision-making and performance in competitive and time-sensitive situations,

4. How teams and their leaders deal with tradeoffs between short-term task completion and longer-term team effectiveness, and
5. How cognitive biases impair decision making.

Overall the students can experience how teams make complex decisions when critical information is distributed unevenly among members and when members have partially conflicting goals.

1. Course Content

In this simulation, a student will climb with four or more teammates. Each team member will pursue a set of goals while attempting to scale Mt. Everest and avoid rescue.

Each student will play one of the roles below.

Leader—an experienced mountaineer

Physician—carries medical supplies for the

team Photographer—plans to take pictures

along the way

Marathoner—has limited experience climbing mountains, but is in top physical condition

Environmentalist—concerned about environmental damage to Mt. Everest

Each team member will pursue a set of goals during the climb

The Climb

The simulated climb will last six days. Each day the students will have the option of climbing to the next camp above them. It will take five days to pass through all four camps to reach the summit, so the students have one day of slack in their schedule. There isn't any need to plan for hiking back down to Base Camp before the simulation ends after day 6.

Playing the Simulation

On each day of the climb, each student should carefully review the available information about personal, team, and mountain conditions. The dashboard on the left provides quick access to key screens and information. Health, weather, hiking speed, and supplies statuses are updated each day. Students need to click on any of these icons to open a full screen with more details.

The **navigation bar on the right** allows toggling between the Role Info, Everest Map, Day Info, and Make Decisions screens, as well as the screens for health, weather, hiking speed, supplies, and chat

Role Information

Role information begins by carefully reviewing their role information. This screen contains information about their goals, which are weighted by importance using a point system. Success will be measured for both students and their team by the percentage of goals students achieve.

Students have to make sure to carefully review the goals and priorities listed in their role profile, as they will affect decisions they make during the climb.

Everest Map

The Everest Map screen helps students track where they and their teammates are on the mountain. Climbing Mt. Everest is difficult and dangerous. Most of the time, not everybody will make it to the summit. If their health deteriorates to the point where they are no longer able to climb, they will be rescued and returned to Base Camp. If they are rescued, it is important to continue communications with their team to help them complete their climb.

Day Information

Each day, the Day Info screen provides key updates on what happened in the last round, as well as new information about the day ahead. It is important to read this information each day to understand what is happening on the mountain.

Make Decisions

After students have reviewed the available information, talked with their team, and considered their options, they are ready to submit their decisions for a given day.

On the initial days, they simply decide whether or not they want to ascend to the next camp. As they progress, they will face additional choices on this screen. For example, their team may have to decide how many oxygen canisters to use, or what time to begin climbing, for their final ascent to the summit. Some team members have additional responsibilities. For example, the physician dispenses

medical supplies from this screen, and the marathoner makes weather predictions each day. Although they are climbing the mountain as a team, everyone submits individual decisions and each student can make decisions that are different from those of their teammates.

Health Screen

The health status screen provides an overall indication of their health, categorized as strong, weak, at risk, or critical.

Students will also see individual health factors, such

as **Mental Acuity**—categorized as Normal or Below

Normal **Frostbite Risk**—categorized as Severe or

Not Severe **Altitude Sickness**—categorized as At Risk or Not at Risk

Students need to refer to this screen each day, as their health status can change throughout the climb and may impact their decision to advance to the next camp.

Weather Screen

The weather screen shows the weather on the mountain. Students can view predictions for any of the camps by using the drop down menu.

Hiking Speed Screen

On the hiking speed screen, students will see their own speed plus the speed of their fellow climbers. Hiking speed is updated each round.

Supplies Screen

The supplies screen shows their personal food supply and the shared medical supplies carried by the physician. The team members must be located on the same part of the mountain as the physician in order to receive any of these supplies

The supplies include:

- **Acetazolamide**—an acclimatization drug that can be used to relieve the symptoms of altitude mountain sickness (AMS)
- **Gamow Bag**—an inflatable pressure bag, large enough to accommodate a person, used to treat severe AMS
- **Asthma Inhaler**—a pressurized container delivering medicine as a mist that is inhaled into the lungs the physician is also carrying extra liters of water. This screen indicates how many times a particular medical supply can be distributed. If a supply is distributed when there is not sufficient cause for it, it will have no effect.

Chat

Students can talk face to face with their teammates if they are sitting together, but the chat window also enables virtual conversation. Simulating a walkie-talkie system, the chat feature allows students to communicate online with the entire team, or with individual climbers on their team. It is up to the students to choose the best mode of conversation for the situation.

Advancing to the next day

Either the team leader or the instructor will advance the simulation to the next day, depending on how their exercise is configured. The team leader should not advance the simulation until all climbers have submitted their decisions.

21MBA44

Comparative Analysis of Firms (Seminar)

The **Purpose** of “Comparative Analysis” is to learn how to do comparative analysis of

- ☐ Firms (Tata Steel Vs JSW Steel, Bridgestone tyres Vs Michelin tyres etc)
- ☐ Industries (Pharmaceutical Vs Medical Technology Industry, Internet Vs Finance Industry, Organized Vs Unorganized Industry etc)
- ☐ Sectors (Manufacturing Vs Service Sector, Agriculture Vs Textile etc)
- ☐ Regions (South India Vs North India, Asia Vs Europe etc)

For sake of illustration of the above, we have taken the case of a typical comparative analysis of firms.

In case two firms are taken up for comparative analysis, the analysis may cover the following parameters

- ☐ Basic firm level data (History, Corporate Governance, Milestones, 4 Ps, Alliances, Innovative Practices, Major customers/business segments, most profitable product/customer/business segment, CSR Initiatives etc)
- ☐ Corporate strategies (M&A, FDI, Dividend Policy and Greenfield Vs Brownfield expansion, Marketing, HR, Digitalization, Supply Chain Management etc)
- ☐ Strategic tools (BCG Matrix, Porter’s 5 Force model, SWOT analysis, Perceptual Mapping, Product life cycle etc)

The presentations may cover the following financial data such as Capital Structure, Market Capitalization, ROI, Financial Statement, Ratio Analysis, Growth rate etc. All projects may not necessarily cover all the above aspects in equal measure. Depending on the context, the coverage may vary. In addition, other relevant parameters too can be considered for effective comparative analysis.

This is a credit course to be undertaken by each mentee group. The group will be evaluated for **100** marks, of which **30** marks will be awarded for the presentation. The presentation will be made to the mentor and another faculty member. These two faculty members will form a team that will evaluate their respective student presentations one after the other. The team shall submit the marks to the PGP office immediately after the two presentations. The faculty pair shall be randomly allocated by the co-ordinator. **70** marks will be for overall write-up. The marks would be given by the mentor to the PGP office after the submission of final report. There could be differential marks given based on the contribution of individual students. However this has to be done impartially and transparently. The faculty may use a suitable student peer evaluation system. The teams can submit the write-up of their duly signed their mentor work. After incorporating all the suggestions given during the presentations and after the

TurnitinPlagiarism check. The Similarity Index should not exceed 15%.

Report Guidelines- The report should not be more than 2000 words and should be in MS Word file, font Times New Roman, font size 12, line spacing 1.15. The tables and graphs should be numbered chronologically and source(s) has to be mentioned wherever applicable. The side headings are to be numbered. References cited in text should conform to the style used by the **American Psychological Association** (<https://apastyle.apa.org/>).

Few typical examples of comparative analysis are shown below.

- https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Emerging%20Markets/A%20tale%20of%20two%20financial%20systems/A_tale_of_two_financial_systems.pdf
- https://www.academia.edu/4892719/A_Comparative_Study_of_Financial_Statement_of_ICICI_and_HDFC_through_Ratio_Analysis
- https://www.researchgate.net/publication/320809393_COMPARATIVE_ANALYSIS_AND_ASSESSMENT_FOR_BUSINESS_MODELS_OF_STEEL_COMPANIES_DYNAMICS
- <https://ideas.repec.org/a/cmj/journal/y2015i8p99-114.html>

21MBA45
Professional Growth and Individual Development

Sl. No.	Event	Faculty Incharge
1	Alumni	Mr. Guruprshanth Bhat and Prof. Nidhish
2	Bancore-Banking Association	Prof. Saravanan
3	Converge - HR Association	Dr. Sudhir Raj K
4	E-Squad	Prof. Nidhisha
5	Event Management	Prof. . Karthik Kudroli
6	Finsight-Finance Association	Dr. R.K.Sharma
7	Industry - Placement	Mr. Guruprshanth Bhat
8	Infrastructure	Prof.Karthik Raj Kurdoli
9	Macground-Sports Association	Dr. R.K.Sharma
10	Maestro-Marketing Association	Dr. Sandhya Rao K P
11	Centre for Data Analytics / Student Management Investment Fund	Dr.Sudhir M Prof. Rakhesh Shetty , Prof. Karthik Kudroli and Prof.Arun G D'Souza
12	Participation in fests	Prof. Karthik Kudroli
13	Samvahana-Speakers' Club	Dr. Sandhya Rao K P
14	Samvedana	Prof. Rakhesh Shetty
15	Srajana-Cultural Association	Dr. Sudhir Raj K
16	Techbugs – IT Association	Prof. Sheetal Kumar
17	The Wall- Literary / Writing Association	Dr. Ashalatha K
18	Branding and Promotion	Dr.Sandhya Rao KP and Prof.Nidhisha H

Evaluation: The students will be evaluated on a four-point criteria on their participation and contribution for 100 Marks by the individual faculty who will be in charge of the activity

Criteria:

1. Enthusiasm, Engagement and sustained Interest.
2. Team work and Interpersonal Skills
3. Leadership and Initiative
4. Idea Generation, Creativity and Innovation

Equal weight age will be given to all the four criteria above and each student will be evaluated on a total score of 100 Marks which will be converted into letter grades as per VTU Norms.

Each student will be evaluated for 2 credits.

21MBA46

Project / Internship – Guidelines

All the students of Fourth Semester MBA shall undertake a Project work/ Internship in the area of their interest for a during the specified **08** weeks. The Project work or Internship can be on a specific topic identified by the student in consultation with the faculty or the external guide in the sponsoring organization.

The Project work may fall under one of the three categories as follows:

- i) Projects with Research Focus;**
- ii) Projects with Decision Focus;**
- iii) Projects with Description Focus.**

The guidelines for the three types are provided below.

(i) Projects with Research Focus

In this case the project will address a research question where there will be a hypothesis/ hypotheses framed and tested. The structure of the report may be as follows:

- ☐ Introduction to the
- ☐ study Research
- ☐ question/ problem
- ☐ Review of literature
- ☐ Hypothesis/hypothesis
- ☐ Research Methodology (Research Design, sampling technique, Nature of data, methods of data collection, analysis of data (statistical tools used))
- ☐ Findings
- ☐ Suggestions
- ☐ Improvements for further research

(ii) Projects with Decision focus

The organizations may define an issue (problem or an opportunity) and ask the students to do a project to either solve the problem or cash in on the opportunity. Such projects may involve market research, organizational studies, productivity studies, process mapping studies, soft skills development studies etc. etc. There are any numbers of possibilities. In some cases the student may be asked to identify the study too. The guidelines for company- defined projects would typically follow the guidelines given below.

- ☐ Provide a profile of the organization (nature of firm, type of organization, age of

no. of employees, types of employees, products or services, competitors, type of customers /clients, industry structure)

- ☐ Provide Value chain of the industry and the location of the company in the value chain
- ☐ Describe the context in which the company wants the student to undertake the project
- ☐ Define the problem or opportunity studied
- ☐ Outline the Scope of the project
- ☐ Provide the methodology/ frameworks you have followed. Here mention how the required information will be obtained (primary vs. secondary, source of information etc.)
- ☐ Address the issues identified in the scope
- ☐ Suggest changes and decisions based on the nature of study
- ☐ Summarize the study and provide limitations of the study

(iii) **Projects with Description Focus/ Process Execution**

In some cases the company may require the student to provide a description of a situation or a process etc. Here the objective would only be to describe something without any decision- making component. Even here you should look for improvements and provide mature suggestions, if possible. Here, the project should:

- ☐ Describe the context in which the company wants the student to undertake the project
- ☐ Scope the learning that are expected. Frame this in terms of processes/ methods. Initially outline the process as one would expect it. This may be based on preliminary discussion with the client. This would change later and treat this as the first step in the iteration. Here make sure you map the process in a detailed way showing flow of information, material, money, who makes the decision, basis for decisions, time taken, documentation,
- ☐ A priori outline improvements based on theory/ initial discussions with the management/ employees. Any innovative value adds possible?
- ☐ Provide a profile of the organization (nature of firm, type of organization, age of the organization, geographical spread, rough estimate of the business size, no. of employees, types of employees products or services, competitors, type of customers /clients)
- ☐ Provide Value chain of the industry and the location of the company in the value chain

Provide the actual description and mapping of the situation/ process mapping/ case or

- ☐ Suggest Improvements. You may provide tables with columns: “What is” “What is ideal”
- ☐ Learning from the description/ process mapping/ cases

1. Based on the above guidelines the student can discuss the nature of his/her research topic depending on the requirements of the organization and finalize in consultation with the faculty concerned. If the sponsoring company wants something different please provide the same. Keep your guide informed so that there are no last minute hitches.
2. No two students of the Institute shall work on the same/similar problem in the same organization. But two students are at liberty to choose the same organization but may work on different problems/ Issues or work on two independent functional areas which they are confident of defending as genuinely independent project.
3. The students need to submit complete draft of their final work for provisional approval of the faculty with his detailed remarks for improvements recoded therein. He or she is expected to improve upon their work based on guidelines to the satisfaction of the faculty.
4. The candidates are advised to work closely with the guidelines to ensure that their work is finally of acceptable standards. The student shall keep the internal guide updated about the progress of the work at weekly intervals. The faculty will review the progress of the candidates working under them and record their observations. Such weekly reports shall be attached as Annexures in the final report submitted to the institute. The candidates need not meet their faculty guide in person. It can happen on e-mails.
5. The Project Work must be prepared using .odt/ .docx or doc format and printed on A4 size paper with one side printing in 12 font size, Times New Roman and one inch margin on three sides with 1.5 line spacing. The margin on the left side should be 1.5 inches.
6. Two copies of the hard bound project report with facing sheet in white color (A4 Size) must be submitted to the PGP Office.
7. Final Viva-Voce Examination on Project/ Internship Report ***will be announced by the PGP***
8. On completion of the project work, the student shall obtain a certificate to that effect from the organization if he/she has worked in an organization or an e-mail from Executive who supervised the candidate on behalf of the organization will suffice.
9. The report shall not exceed 25 pages. The number of pages will not a criteria for evaluation. The report should be in MS Word file, Font- Times New Roman, Font size 12 and Line spacing 1.15. The tables and graphs (if any) should be numbered chronologically and source(s) has to be mentioned wherever applicable. The side headings are to be numbered.
10. All referencing will be as per APA/ MLA format. Ideally use Mendeley.com/ Zotero.

Marketing Management Specialization

21MBAMM 411 Digital Marketing

Module 1

08 Hours

Digital Marketing - Introduction, Overview & Project Start, Scope and Challenges, Difference between traditional marketing and digital marketing, Dynamic environment of digital marketing, Integrated approach in digital marketing through digital marketing plan

The POEM framework, ASCOR digital marketing framework the digital landscape, Concepts related to advertising in the digital space-CPC-Cost per click, CPM-Cost per Mille, CPA-Cost per Acquisition- Affiliate Marketing- Affiliate Networks and Affiliate Tracking.

Module 2

8 Hours

Digital Estate – Website / Facebook Page / Twitter handle: Targeting, How to create content for Websites- Responsive websites and the need for it; Need for Information Structuring, Keyword Structuring and Why it's good to be organized; Creating a hub and spoke model for digital assets, Connecting to social networks - Social Hub in a page.

Search Engine Optimization: Basics of SEO, Factors to rank higher in search engines organically.

Search engine Advertising: Search Engine Marketing- Google AdWords and Keyword research, Bidding for keywords, How to run ad campaigns on Google, Display Advertising;

Module 3

8 Hours

Social Media Marketing: Facebook Advertising, Creating Page, Posts and updates; LinkedIn Advertising– LinkedIn Company Pages; Twitter Advertising – Tweets, Hashtag marketing; Instagram and Snapchat usage for business: Video Marketing – basics, how to make videos, optimizing videos; How to run ad campaigns on various social media platforms, Blog Marketing- Blogging as a tool to communicate and build a reputation; Online PR –Online Public Relations, Reputation Management – building and sustaining.

Module 4

08 Hours

Content Marketing- B2B Lead Generation & Nurturing the leads, how to generate leads, how to nurture leads

Web analytics: Analytics – analytics providers, important factors to look in Mobile Analytics, Landing Pages – what are landing pages, Conversion optimization, factors of conversion optimization.

Mobile Marketing: Basics of mobile marketing, different forms of mobile marketing, Short Code, Mobile Website, Mobile Apps with emphasis on WhatsApp, and QR Code

Module 5

07 Hours

Email Marketing: Basics of email marketing, how does email marketing add value, e-Newsletters.

Ecommerce: Basics of E-Commerce, E-Commerce in India, factors for growth in E-Commerce, Sourcing, Payment Gateway, Drop Shipping & Fulfillment,

Gamification: How does it work? Factors to consider implementing Gamification, Gamification project execution challenges

Reference Books:

1. Digital Marketing by Seema Gupta, McGraw Hill
2. Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson
3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation [Paperback] Calvin Jones (Author), Damian Ryan (Author)
4. Digital Marketing: Strategy, Implementation and Practice [Import] [Paperback] Dave Chaffey (Author), Fiona Ellis-Chadwick (Author)
5. eMarketing: The essential guide to marketing in a digital world; Fifth Edition By Rob Stokes and the Minds of Quirk
6. For the Win: How Game Thinking Can Revolutionize Your Business Paperback by Kevin Werbach (Author), Dan Hunter (Author)
7. The Art of Game Design: A book of lenses by Jesse Schell

Other references:

1. Digital Minds: 12 Things Every Business Needs to Know About Digital Marketing [Kindle Edition] WSI (Author)
<http://www.amazon.in/Digital-Minds-Things-Business-Marketing-ebook/dp/B00E9I9H80/>
2. Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions [Paperback] Hanlon Annmarie (Author), Akins Joanna (Author)
<http://www.amazon.in/Quickwin-Digital-Marketing-Answers-Questions/dp/8120344812/>
3. The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly [Kindle Edition] David Meerman Scott (Author)
<http://www.amazon.in/The-New-Rules-Marketing-Applications-ebook/dp/B00DDQTKHM/>
4. Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment [Import] [Hardcover] Eric Greenberg (Author), Alexander Kates (Author)
<http://www.amazon.in/Strategic-Digital-Marketing-Tangible-Investment/dp/0071819509/>
5. Digital Marketing for Everyone: Connect With Your Customers, Grow Your Business & Demystify Social Media [Import] [Paperback] Eric Morrow (Author), Shannon Chirone (Author)
<http://www.amazon.in/Digital-Marketing-Everyone-Customers-Demystify/dp/1481253476/>
6. Strategic Digital Marketing [Paperback] Greenberg (Author)
7. SEO Made Simple (4th Edition): Search Engine Optimization Strategies: How to Dominate Google, the World's Largest Search Engine [Kindle Edition] Michael Fleischner (Author)
8. <http://www.amazon.in/SEO-Made-Simple-4th-Edition-ebook/dp/B00IK1SIG4/>
9. Ultimate Guide to Optimizing Your Website (Ultimate Series) [Import] [Paperback] Jon Rognerud (Author)
<http://www.amazon.in/Ulimate-Guide-Optimizing-Your-Website/dp/1599185202/>

21 MBAMM 412 Strategic Brand Management

Module 1

08 Hours

Strategic Brand Management- What is a Brand? - Why Do Brands Matter?-Can Anything be Branded?-What are the Strongest Brands? Why is Branding so Strategic?-What Does Branding

Really Mean?-Branding Perspectives-Branding Challenges and Opportunities-The Brand Equity Concept- Strategic Brand Management Process -How Brands Create Value For the Customer and Marketers - Brand Identity- A Necessary Concept -Kapferer's Brand Identity Prism Model
Identifying and Establishing Brand Positioning & Values-Customer Based Brand Equity Model – Making a Brand Strong: Brand Knowledge-Sources of Brand Equity-Four Steps to Building a Brand- Creating Customer Value-Brand Positioning-Identifying and Establishing Brand Positioning-Defining and Establishing Brand Mantras

Module 2

08 Hours

Planning and Implementing Brand Marketing Programs -Choosing Brand Elements to Build BrandEquity-Criteria for Choosing Brand Elements -Options and Tactics for Brand Elements

Leveraging Brand Knowledge and Building Brand Equity -Concept of Leveraging-Using SecondaryBrand Associations to Build Brand Equity-Conceptualising the Process Company-Country of Origin and other Geographic Areas-Channels of Distribution-Co-Branding-Licensing-Celebrity Endorsement-Sporting, Cultural, and other Events-Third-Party Sources

Module 3

08 Hours

Measuring and Interpreting Brand Performance-Developing a Brand Equity Measurement and Management System-The New Accountability-The Brand Value Chain Brand Audit-Designing Brand Tracking Studies-Establishing a Brand Equity Management System

Measuring Sources of Brand Equity- Capturing the Customer Mindset- Qualitative Research Techniques-Quantitative Research Techniques

Module 4

08 Hours

Designing and Implementing Branding Strategies- Brand Architecture -Brand Product Matrix-Brand Hierarchy-Designing a Branding Strategy-Using Cause Marketing to Build-Brand Equity
Brand Extension- Introducing and Naming New Products and Brand Extension- Need for Brand Extension- Forms of Extension- Category Related Extension- Advantages & Disadvantages

Module 5

07 Hours

Brand Imitations- Types of Brand Imitations - First Movers' Advantages- Free Rider Effect
Managing Brands over Geographic Boundaries and Market Segments-Rationale for Going International-Advantages & Disadvantages of Global Marketing Programs –Standardization versus Customization- Global Brand Strategy- Building Global Customer Based Brand Equity with the Ten Commandments of Global Branding

Reference Books:

Keller, Kevin Lane, *Strategic Brand Management, Building Measuring & Managing Brand Equity*, 4th Edition, PHI / Pearson Education.

A Moorthi, Y L R., *Brand Management -The Indian Context*, Vikas

Publication. B Jean, Noel, Kapferer, and Kogan, *Strategic Brand*

Management, Page India. C Chunnawalla, C., *Brand Management*, HPH.

D Kaptan, S S., S Pandey, *Brand Imitations*, HPH.

E Kumar, S Ramesh, *Managing Indian Brands*, Vikas.

F John Philip Jones, *What is in a Name? Advertising & The Concept of Brand*, Pearson/PHI

21MBAMM413 Rural and Social Marketing

Module 1

08 Hours

Rural Marketing: A Conceptual Framework - Definition – Scope of Rural Marketing – Concepts – Evolution of Rural Markets in India-Components of Rural Markets – Classification of Rural Markets – Rural Vs. Urban Markets

Indian Rural Market: A Brief Overview - Population – Occupation Pattern – Income Generation – Location of Rural Population – Expenditure Pattern – Literacy Level – Land Distribution – Land Use Pattern – Irrigation – Development Programs – Infrastructure Facilities – Rural Credit Institutions – Rural Retail Outlets – Print Media in Rural Areas – Rural Areas Requirement – Problems in Rural Marketing – Rural Demand – Rural Market Index

Module 2

08 Hours

Rural Consumer Behavior- Fundamentals of Consumer Behavior, Factors Affecting The Rural Consumer Behavior, Profile of Rural Consumer, Rural Shopping Habits-Consumer Insights.

Rural Marketing Strategies -Rural Marketing Segmentation – Product Strategies – Brand Management, Pricing Strategies – Distribution Strategies – Promotion Strategies. Marketing of FMCG and Durables

Module 3

08 Hours

Innovation in Rural Markets - Corporate India in Rural Market; Governmental Bodies and Innovative Practices, Importance of Information Communication Technology in Rural Marketing, Ict Initiatives in Rural Markets- Itcs E-Choupal, Tarahaat, Project I-Shakti.

Rural Retailing - Emergence of organized Retailing, Kvic, Drivers of organized Retail formats. Examples of organized Retailing in India.

Module 4

07 Hours

Understanding the social marketing – Defining social marketing, Steps in the strategic marketing planning process; **Analyzing the social marketing environment** – Determining research needs and options, Situational analysis

Module 5

08 Hours

Selecting target audiences, objectives and goals – Segmenting, Evaluating and selecting the target audiences; Setting behavior objectives and goals; Identifying barriers, benefits, the competition, Influencing others

Developing social marketing strategies – Positioning, 4 Ps of social marketing

Prescribed text

- 1) Kashyap Pradeep, *The Rural Marketing Book*, Biztantra, New Delhi, 2006
- 2) Sameer Deshpande., *Nancy R Lee. Social marketing in India*. Sage. 2013

Reference Books:

- 1) Dogra Balram and KarminderGhuman, *Rural Marketing- Concepts and Cases*, Tata Mcgraw HillPublishing Co. Ltd,2007.
- 2) Gopalaswamy T.N, *Rural Marketing; Environment, Problems and Strategies*, Wheeler Publishing,Allahabad.1998.
- 3) Ramkishen Y., *New Perspectives on Rural Marketing*.,Jaico Publishing House, Mubai,2002.
- 4) Sanal Kumar, Velayudhan, *Rural Marketing*, Sage Publications, New Delhi, 2002
- 5) Rahman Habeebur K.S, *Rural Marketing in India*, Himalaya Publishing House, New Delhi 2003
- 6) Singh, Sukhpal, *Rural Marketing Management*, Vikas Publishing House, New Delhi,2003
- 7) Nancy R Lee., Philip Kotler. *Social Marketing influencing behaviors for good*. Sage. Fourth edition2012

21MBAMM414

International Marketing

Module 1

08 Hours

Framework of international marketing: Scope and challenges of International marketing. The International marketing Task/Environment. Self Reference Criterion and Ethnocentrism. Different stages of international marketing involvement.

Dynamic environment of international trade

Balance of payments, Protectionism, Trade Barriers, role of IMF and World Bank group, protests against global institutions.

Module 2

08 Hours

Developing a global vision through marketing research: Breadth and scope of international marketing research and the research process. Issues in availability and use of secondary data and Gathering primary data Qualitative and quantitative research. Problems in gathering primary data. Multicultural research - a special problem. Research on internet – a new opportunity – estimating market demand. Problems in analyzing and interpreting research information. Responsibility for conducting marketing research – Communicating with decision makers.

Cultural Dynamics in assessing Global Markets: - Origin, elements of culture. Cultural change. Degrees of adaptation.

Module 3

08 Hours

Global marketing management: Bottom of the pyramid markets. Planning for global markets, Alternative market entry strategies, organizing for global competition.

Products for consumers in global markets: Product development, product adaptation, product standardization. Green marketing and product development. Quality, Innovation. Analyzing product component for adaptation. Global, National and Private Brands. COO effect & Global brands. **Products and services for business.** Demand in global businesses to business Market, Business Services, Trade Shows, Quality, Global Standards, Relationship Marketing

Module 4

08 Hours

International Marketing Channels: Channel of distribution structures, Distribution patterns ,Alternative middlemen choices, Factors affecting choice of channels, Channel Management.

Integrated Marketing Communication & International advertising: Public relations, Salespromotions, advertising strategy and goals. Creative challenges, Media Planning and analysis

Pricing decisions: Pricing policies and decisions, Price escalations, Cost of exporting, Marginalcost pricing. Price quotation, Foreign commercial transactions

Module 5

07 Hours

Personal Selling & Sales Management, Negotiating with International Partners and **International retailing:** Recruiting marketing & Sales Personnel, Training, motivating the personnel, Developing Cultural awareness. **Negotiating:** Impact of culture, differences in

language, non verbal behaviors, values, Thinking and decision making process. **International Retailing:** International expansion of retailers, Retail format-variations in different markets , Issues in international retailing.

Reference Books:

1. Cateora, Graham, International Marketing TMH 15th Edition
2. Dana Nicoleta, International Retailing, Biztantra

Financial Management Specialization

21 MBAFM 421 Mergers and Acquisitions

Module 1

08 Hours

Corporate Restructuring & Strategic Approaches- Internal and External change forces contributing to M & A activities, Industry Life Cycle and Product Life Cycle Analysis, M&A Decision- Strategic Approaches to M&A- SWOT Analysis, BCG Matrix, Porter's Five Forces Model

Module 2

08 Hours

Different Methods of Restructuring – Mergers- Types of Merger – Motives Behind Mergers – Value Creation in Horizontal, Vertical and Conglomerate Mergers . Operating, Financial and Managerial Synergy of Mergers .Joint Ventures – Sell off and Spin off– Divestitures – Equity Carve Out – Leveraged Buy Outs (LBO) , Simple Problems on LBO –Management Buy Outs – Master Limited Partnerships – Employee Stock Ownership Plans (ESOP).

Module 3

08 Hours

Due Diligence in M&A Process and Integration in Mergers and Acquisition -Types of Integration, Role of HRM in M&A Integration, Steps for Organizational Integration, Integration for M&A Success, Theories of Mergers.

Module 4

08 Hours

Valuation and Purchase Consideration - DCF method of valuation – Share Exchange Ratio – P/E Ratio– EPS – Merger as a Capital Budgeting Decision.
Purchase Consideration– Pooling of Interest Method, Purchase Method – Procedure laid down under Indian Companies Act of 1956.

Module 5

07 Hours

Takeovers- Types- Hostile Takeover Approaches- Takeover Defenses – Defensive Measures – Anti-Takeover Amendments.

Procedural Aspects under the Company Rules, The Income Tax Act 1961 for M&A, SEBI

TakeoverCode.

Recommended Books:

1. Weston, Fred, Kwang S Chung and Susan E Hoag, *Mergers, Restructuring and Corporate Control*, 4th Edition, Pearson Education.
2. Damodaran, Ashwath, *Corporate Finance-Theory and Practice*, John Wiley & Sons.
3. Kamal Ghosh Ray, *Mergers & Acquisition Strategy, Valuation and Integration*, Eastern Economy Edition, PHI Learning Pvt. Ltd., New Delhi.

Further Readings:

1. Sudi, Sudarsanam, *Value Creation from Mergers and Acquisitions*, 1st Edition, Pearson Education, 2003.
2. Murthy, Krishna, Chandrashekar & Vishwanath. S.R, *Merger Acquisitions & Corporate Restructuring*, Sage Publication.

21MBA FM422
Tax Management (A.Y: 2023-24)

Module 1

08 Hours

Basic concepts: Assessment Year, Previous Year, Person, Assessee, Income, Charges on Income, Gross Total Income, Capital and Revenue Receipts, Residential status, Connotation of income, Deemed to accrue or arise in India, Incidence of tax, Tax Planning, Tax Evasion, Tax Management. (*Problems on Residential Status of Individual assessee*)

Module 2

08 Hours

Explanation under various Heads of Income: Income from Salary (*theory, basic and full fledged problems*), Income from Other Sources (*theory only*)

Module 3

08 Hours

Income under Capital Gain: Basis of charge, Transfer of capital asset, inclusion & exclusion from Capital Asset, Capital Gain, Computation of Capital Gains (*theory & problems*), Exemptions/deductions from capital gains

Module 4

08 Hours

Income under the head Profit and gains of Business or Professions and its computation - basis - Method of accounting - Scheme of business deductions/ allowance - Deemed profits - maintenance of books, Depreciation (*Problems on computation of Income from Business/ Profession of Individual assessee and Depreciation*)

Setoff and Carry forward of losses - Permissible deductions under Chapter VIA - under section

80C to 80U (*basic problems*)

Module 5

07 Hours

Goods and Services Tax - Objectives and basic scheme of GST - GST Council - Structure of GST - Types of GST - CGST/ UT GST and IGST - Aggregate Turnover - Taxable turnover under CGST, SGST and IGST, Input Tax Credit, Nature of Supply - Composite, Mixed, Exempt, Outward, Inward - Rates of GST

Reference Books:

1. VinodSinghania- Students Guide to Income Tax - Taxman Publications
2. Mehrotra&Goyal - Direct Tax - SahityaBhavan
3. Lal&Vashisht - Direct Tax - Pearson Ed. 28E.
4. V S Datey - Indirect Taxes - Taxman Publications, Recommended book for
5. VinodSinghania - Direct Taxes - Taxman Publications
6. T N Manoharan - Students Guide to Income Tax - Snow White
7. How to deal with VAT- KulBushan - Pearson Education/PHI, 1/e
8. Income Tax Law & Practice, Mahesh Chandra &Shukla - Pragathi Publications
9. VAT - Dr.Pillai - Jaico Publications
10. Nitya Associates [2017] - Basics of GST, Taxmann Publications, New Delhi
11. Pullani and Maniyar [2017] - Goods and Service Tax, Law Journal Publishers, Bengaluru

21 MBAFM 423 Wealth Management

Module 1

08 Hours

Overview of Financial Planning and Wealth Management - Meaning and Process of Wealth Management-Steps in financial planning-Goal Orientation- Smart Goals- Long term and short term goals- Client Goals and Constraints – Need for Client profiling- Understanding Risk Tolerance- Demographics- Life Cycle approach and Psychographics- Types of Goals- Time Dimensions- Data gathering- Role of Asset Allocation in Wealth Management – Types of asset classes and their suitability to investors-Debt, equity, commodities, real estate etc., Easy Money Schemes (Ponzi Schemes).

Module 2

08 Hours

Management of Equity and Debt Oriented Investments- Return and risk of investing in Equity- Inflation effect-Rolling return analysis- Value Drivers in Equity- Pearls of Wisdom and Best

Practices- Behavioural Issues- Mutual Funds and ULIPS- Types of funds and its suitability- Scheme Selection- SIP-SWP-STP- Plans and Options- PMS Products- Selection Criterion- Venture Capital Funds- Structured Products- Angel Investing- Derivatives. Debt and Debt Oriented Investments- Debentures and Bonds- Government Security- Risk and Return from Debt Instruments- Rolling Return Analysis- Debt Oriented Mutual Funds – Allocation to Debt in Mutual Funds, ULIPS and NPS Plans- Pros and Cons of Deposit and Fixed Income Products.

Module 3

08 Hours

Retirement Planning – Objectives of Retirement Planning- Choice of investment Products for retirement- Sources of Income for Retirement- Expected and Unexpected expenses during Retirement- Pension Plans- Defined Contribution and Defined Benefit plans- Choice of Portfolio and Fund Managers- Annuity- Commutation- Family Benefit- NPS and its Features and Options- Points to be considered while deploying retirement corpus, Annuities- Excel application for retirement planning

Module 4

08 Hours

Insurance and Tax Planning- Role of Insurance in Wealth Management – Need for protection products-Insurance Needs Assessment- Types of products- Life, Health and Disability Insurance- Other Insurance Products for Wealth Management- Riders and Top-ups- Free look period- Tax Planning –Tax reduction, income Vs. gains, Provisions of Tax Laws relating to various Investments.

Module 5

07 hours

Liabilities Management and Estate Planning- Loan for different purposes- EMI analysis- Good and Bad Loans- Credit Card Loans- Credit Scores- Estate Planning- Need for Estate Planning- Assets and Records- Will Writing- Inheritance laws- Life time Gifts- Estate Taxation Laws.

Books for Study

1. Sankaran, Sundar, *Wealth Engine*, Vision Books, 2012
2. Dun and BradStreet, *Wealth Management*, Tata McGraw Hill Edition, 2010
3. Bagchi, S.K, *Wealth Management*, Jaico Publication, 2009.
4. Victor G , Hallman , *Private Wealth Management*, McGraw Hill Publication
5. Charlotte B, Bayer ,*Wealth Management* Unwrapped, Wiley publications

6. David M, Berns, *Modern Asset Allocation for Wealth Management*, Wiley, Publication.

Note: Question Paper Type - Objective Type (Online)

21MBAFM 424

Futures, Options and Other Derivatives

Module 1

08 Hours

Introduction to Derivatives Meaning - History of Derivatives in India- Need for Derivatives- Uses of Derivatives in Hedging, Trading and Arbitrage- - **Forward and Futures Contract**- Features and uses of forwards- Limitations- Forward Rate Agreement (FRA) and Range Forwards- Currency forwards-Valuation of Forwards- Hedging and Speculation- Futures Contract- Features- Valuation of Futures, Mechanics of Buying&SellingFutures- Marginsand Types of Margins- Pricing-Futures-Basis and Spread-Hedging –Speculation- Arbitrage - Specification Using Futures –Index Futures and Stock Futures- Meaning and use of Currency Futures

Module 2

08 Hours

Fundamentals of Options Contracts and Options Trading Strategies- Types of Options- Call and Put Options-American and European Options– Intrinsic Value and Time Value- Maximum and Minimum Value of Call and Put Options- Trading and Settlement- Options to Option Holders-Corporate Actions and Options- Put-Call Parity- Arbitrage Profits in Options - Mechanics of Options- Stock Options- Options on Stock Index- Options on Futures – Currency Options- Hedging & Trading Strategies Involving Options- Spreads and Combination Strategies - Option Pricing- Factors Affecting Option Pricing – Valuation of Options- Black and Scholes Model- Option Greeks- - Exotic Options.

Module 3

08 Hours

Commodity and Interest rate Derivatives- Commodity Derivative Exchanges and Regulation- Derivative Products Traded – Trading and Settlements – Physical Delivery of Commodities- Commodity Options- **Interest Rate Derivatives-** Uses- Forward Rate Agreements (FRA) - Interest Rate Futures, Options and Swaps- Interest Rate Caps, Floors and Collars and their uses.

Module 4

08 Hours

Financial Swaps - Meaning of Swap- Kinds of Swaps - Interest Rate Swaps- Currency Swap- Commodity Swaps and Equity Swaps- Dividend Swap- Uses of Swaps –Comparative Advantage Principle-- Mechanics of interest rate Swaps – Advantages of Swaps.

Module 5

07 Hours

Credit and other Derivatives - Uses and Significance of credit derivatives- Credit risk- Credit derivative products- Credit Default Swaps- Total Return Swaps- Credit Spread Options and Forwards- Collateralized Debt Obligations- Asset Backed Securities. Weather and Energy Derivatives.

Note: Question Paper Type - Objective Type (Online)

Books for Study

Hull, John C., *Options Futures & Other Derivatives*, 10th Edition, Pearson Education, New Delhi, 2018.

Reference Books:

1. Vohra, N.D., & Bagri, *Options & Futures*, 2nd Edition, TMH, New Delhi, 2003.
2. Kumar, S.S.S., *Financial Derivatives*, PHI, 1st Edition, New Delhi, 2008.

Human Resource Management Specialization

21MBAHR431 HR ANALYTICS

Module 1: Foundations of HR Analytics

07 Hours

Introduction to HR Analytics–Business Foundation of HR Analytics–Data–Data Analysis–Strategies – Variables and Types – Parametric and Non-Parametric Tests.

Module 2: Workplace Diversity Analytics

08 Hours

Need – Components of Measuring Workplace Diversity – Using Frequency Tables, Descriptive Statistics, and Cross–Tabulation to Develop Basic Report – Comparing Means of Two-Groups [independent sample t-test; paired sample t-test; Mann-Whitney test; Wilcoxon Signed-Rank test]

Module 3: Measuring Employee Attitudes and Workplace Perceptions

08 Hours

Concepts and Theoretical Dimensions–Work Engagement, Organizational Commitment, Job Satisfaction, Job-Embeddedness, and Job-Involvement – Psychometric Assessment/ Psychometrics– Factor Analysis – Reliability estimation – Using t-tests/ANOVA to Determine Difference in Work Engagement/Commitment Levels Between Two More Groups [t-test; ANOVA]; Linear Regression to Predict Team-Level Engagement – Multi-level Modeling.

Module 4: Hiring, Performance Management and Turnover Analytics

08 Hours

Introduction to Hiring, Performance Management, and Turnover Analytics– Concept of Yield Ratio– Recruitment and Selection Reliability – Bias metrics in Selection - Predictors of Individual Performance– Outcomes of Performance – Turnover and its importance as an HRIS metric for Companies–measuring Turnover at Individual and Team Level–Hiring, Performance Management, and Turnover Analytics Real Case Examples Using – Frequency Tables and Cross Tabulation– Linear Regression - Binary and Multi- Nomial Logistic Regression – ANOVA/ Repeated Measures ANOVA – PANEL Data Regression - Attrition Rate Index.

Module 5: HR Intervention Impact Assessment Strategies and Tools

08 Hours

Scenario Building Applications [Predictive Modeling Scenarios]–Statistical Examples on Before and After Interventions, Value Change Initiative, Effectiveness of Training Interventions Using Different Parametric and Non-Parametric Tests.

Suggested readings

Edwards, M & Edwards, K (2016), Predictive HR Analytics – Mastering the HR Metric (1st edition), Kogan Page; USA .

Additional Readings

- a) Holley , N (2015), Big Data and HR: The Henley Centre for HR Excellence, Henley Business School [Online], <http://www.henley.ac.uk/html/hwss/files/Henley-Centre-for-HR-Excellence-Big-Data-Research-paper.pdf>.
- b) Coolican, H (2009), Research Methods and Statistics in Psychology, Hodder Education, Abingdon.
- c) Field, A (2009), Discovering Statistics through SPSS, Sage Publications; USA.
- d) Howell, D.C. (2002), Statistical Methods for Psychology (5th edition), Duxbury, Belmont CA.

Note: Question Paper Type - Objective Type (Online)

21MBAHR 432 Performance Management

Module 1

08 Hours

Performance - Determinants of Performance - Performance dimensions – Performance Management– Characteristics - Contribution - Dangers of poorly implemented PM Systems – PM and PA -Performance management process - Performance management and strategic planning

Module 2

08 Hours

Performance Appraisals - Approaches to measuring Performance - Diagnosing the causes of poor Performance - Differentiating task from contextual Performance - Choosing a Performance measurement approach - Measuring results and behaviours - Gathering Performance information - Implementing Performance management system

Conducting Staff Appraisals: Introduction - Need - Skills required - The role of the appraiser - Job description & job specification - Appraisal methods - Raters errors - Data collection - Conducting an appraisal interview - Follow up & validation - Present thoughts & future directions

Module 3

08 Hours

Performance Analysis –Scope - Performance Coaching–Principles–Techniques - SelfDevelopment - Performance management & employee development - Personal Development plans - 360 degree feed back as a developmental tool - Performance management & reward systems:

Performance linked remuneration system Performance Counselling - Concept – Conditions -
The need for Performance counselling - Role of the Performance consulting – Stages –
Mentoring – Benefits - Performance linked career planning & promotion policy

Module 4

08 Hours

Introduction to Competency: Definition of competency - characteristics - types - Competencies for Competitive Advantage - Myths about Competency - History of Competency; **Developing Competency Models:** Various Models - Development of the Personal Competency Framework – Transcultural Managerial Competencies

Issues Related to Developing Competency Models: Goal—Quality or Excellence, Development Effort Periodic or Continuous, Assessment a Continuous Process or One-time Endeavour, Competencies Reflecting Current Activities or Future Activities, Time Frame for the Project – Results - Value addition for organization and employees – determinants of success – desired outcomes
– Ownership of the process – target, involvement, assessment and validation

Module 5

07 Hours

Competency-based Application: Position Requirement - HR Competence Audit - Analysis Position Fulfilment - Performance Management - Promotion

Formation of a Competency Framework: Sources of Competency Information - Behavioural Event Interview - Established Models; **Competency Mapping and Assessment Centres:** History of Assessment Centre - Types of Exercises

Required Books:

1. Herman Aguinis, Performance Management, Pearson Education, 2007.
2. Sangvi Seema, A handbook of Competency mapping, Response Books, 2004

Additional Resources:

1. Lance A. Berger & Dorothy R. Berger, The Talent Management Hand Book, Tata Mc-GrawHill
2. T. V. Rao, Appraising & Developing Managerial Performance, Excel Books
3. TV Rao et al, 360 degree feedback & assessment & development Centres, Volume I, II and III, Excel Books
4. Dixit Varsha, Performance Management, 1st edition, Vrinda Publications Ltd.
5. Shermon Ganesh, Competency Based HRM, TMH, 1st Edition, 2004
6. Radha Sharma, 360 Degree feedback, Competency Mapping and assessment Centres, Tata Mc- Graw Hill

21MBAHR 433

Compensation Management

Module 1

08 Hours

Compensation Management: Compensation management process; basis of compensation management; Factors influence compensation in an organization, Financial and non -financial compensation; compensation philosophies; Theories of Wages - Wage Structure, Wage Fixation, Wage Payment, Salary Administration, computer applications and automation in salary and wage administration. Recent developments in compensation management. Innovations in the area of compensation management in Indian and MNCs operating in India. Emerging philosophies and practices around the world.

Module 2

08 Hours

Employee benefits and total remuneration; Designing a base pay structure, Job analysis as a basis for compensation determination Strategic and tactical compensation; Pay structure architecture; Interlocking multiple pay structures; Employee Benefits; Benefits Need Analysis, Funding Benefits, Benchmarking Benefit Schemes, Employee Benefit Programmes, Security Benefits. The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

Module 3

07 Hours

The Budget Process: Pay relationships as a fairness issue; methods of surveying market pay and compensation practices. Budget process and inter relativity with organisation performance.

Module 4

08 Hours

The expanding or fan-type pay structure: An optional approach; pay sectors and levels of education, experience and training; Market pricing approach; Executive Compensation – Incentive Plans – Team Compensation – premiums and differentials as incentives; Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.
Employee benefits, benefits need analysis assessing job values and relativities; pay structures; paying for performance & skills; competence assessment;

Module 5

08 Hours

Legal Aspects in Compensation Management: Objectives, structure, and provisions of legislations on wages and bonus i.e. the minimum wages act, 1948, the payment of wages act, 1936, The payment of bonus act, 1965, etc.; determination of wages, Dearness Allowance and other monetary benefits, role of IR and Labour Union in wage determination in an organisations, Industrial tribunals; antidiscrimination in employment, legislations to support; case law; recent trends and working of these laws; Wage Boards and Pay Commissions, Creating a Work Life Setting – Designing Benefit Packages.

Suggested Readings:

2. Compensation Management in a Knowledge – Based World, Henderson - Pearson
3. Understanding Wage and Compensation System, A.M. Sharma, HPH
4. Compensation and Reward Management, B.D. Singh - EB
- 4, Compensation Management in a Knowledge Based world – Prentice Hall India, New Delhi

21MBAHR 434

Training and Development

Module 1**08 Hours**

Introduction - Objectives and Benefits of Training - The Role of Training in Organizations - Place of Training in Organizational Structure - A Training Process Model - Difference between Training and Development.

Training Needs Analysis - Why conduct Training Needs Analysis? - When to Conduct a Training Need Analysis? - Where to Look for Performance Discrepancies? - The Framework for Conducting a Training Needs Analysis: Organizational Analysis - Operational Analysis - Person Analysis - Gathering Training Needs Data - Outcomes of Training Needs Analysis.

Module 2**08 Hours**

Training Design - Factors - Organizational Constraints - Developing Objectives - Training objectives - Facilitations of Learning-Focus on Trainee - Facilitation of Learning-focus on Training Design - Facilitation of Transfer-focus on Training - facilitation of Transfer Focus on Organizational Intervention - Design theory - Outcomes of Design Training Methods - Techniques and Aids - Approaches to Training - Matching Methods with Outcomes. Lectures and Demonstrations – Straight Lectures - Discussion Methods - Demonstrations

Computer – Based Training-Programmed Instruction - Intelligent Tutoring Systems - Interactive Multimedia - Virtual Reality

Module 3**08 Hours**

Games and Simulations – Equipment Simulators - Business Games - In-Basket Technique – Case studies- Role Play – Behaviour Modelling. On-The-Job Training – Job Instruction Technique - Apprenticeship Training - Coaching - Training The Trainer For On-The-Job Training. Audio Visual Enhancements to Training.

Development a Implementation of Training - Facilities – The Training Room - Off-Site Training Facilities - The Strategy – Alternatives - Implementation – Dry Run - Pilot Program - Tips For Trainers - Training Policy.

Module 4**08 Hours**

Trainer's Skills And Styles - Attitude knowledge and Skill Competence of Trainer - Communication Skill - Questioning Skill - Body Language Gestures - Handling Difficult Situation -

Creativity Skills - Technical Skills - Interpersonal Skills - - Managerial Skills - Designing Skills- Feedback Sensitivity. Personal Needs of Trainers - Different Training Styles adopted by a Trainer - Trainer's Role - Trainer and Motivation.
Validation a Evaluation of Training - Validation Concepts - Types – Methods - Rationale For Evaluation - Need - Principles - Criteria - Objectives - Approaches - Resistance to Evaluation - Types of Evaluation Instruments - Types of Evaluation Data - Evaluation Designs - Training Audit

Module 5

07 Hours

Management Development - Focus on Management Development - Approaches to Management Development - Management Development Implications - Sources of Knowledge and Skill - Special Needs of Technical Manager - Training for Executive Level Management.
Workplace Diversity and Training.

Reference Books

1. Effective Training, P Nick and Blanchard, Pearson Education
2. Training for Organizational Transformation, Rolf Lynton and UdaiPareek, Sage Publications, NewDelhi.
3. Training in Practice, A H Anderson, Infinity Books
4. Training and Development, ISTD Publications-Excel Books
5. An Introductory Course in Training and Training Methods for Management Development – ILO Publication – Sterling Publications (P) Ltd.
6. Training and Development – S True Love Sage Publications
7. ASTD Hand book of design & development of Training – Philip - TMH

Banking Specialization

21MBABF 441

Credit & Credit Risk Management

Module – 1

08 hours

Principles of Lending. Forms of advances. Interest rates-Base rate &MCLR.Types of borrowers-individual, proprietary, partnership, companies, &trusts.Types of credit facilities – fund based and non – fund based. Term loans, cash credit, overdraft facilities, bills purchase/discount, BG and LC.Introduction to lending arrangements- sole/multiple/consortium/syndication. Overview of Lending norms & appraisal. Due diligence. CIBIL, Equifax, Experia&CRIF.Brief introduction into RBI Defaulters list, ECGC caution list, RED Flag accounts, Funds diversion & the Caution List.

Module – 2

07 hours

Financial Statement Analysis- Balance Sheet Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis. Credit policy of the bank.Fair practices code for lenders.Overview of retail credit,

Corporate & Institutional credit. Advances to large industries-general principles & exposure norms. Operating cycle and working capital requirements. Inventory and receivable norms.

Module – 3

08 hours

Types of Working capital facilities. Projected turnover method (Nayak Committee), Projected Balance Sheet Method, CMA, Flexible approach to Current Ratio. Concept of MPBF (Tandon Committee- II method of Lending), Credit Monitoring Arrangement (CMA)], Cash Budget Method of Lending. Financial Follow up Reports, QIS, Credit Delivery System, Bank's prescribed formats for reporting (like PSR, MMR, QMR), Proposal Writing for Working capital advances.

Module – 4

07 hours

Bridge Finance, Bills Finance, LC and Bank Guarantees -financial, performance, deferred payment, RBI guidelines on LCs/Guarantees, Proposal Writing for BGs and LCs. Term Loan Assessment and Appraisal, Technical feasibility, economic viability, Sources of Capital and Funds Flow projected profitability, repayment methods & schedules, documentation, disbursement and monitoring, verification of end use, Proposal Writing, Monitoring & follow-up. Overview of Project Finance. Channel Financing. Recent guidelines of RBI on 5:25 scheme.

Module – 5

09 hours

MSME Financing-Bank's schemes, Financing of Trade and Services sector. Special thrust on MUDRA Scheme and CGTMSE. Types of Securities. Charge creation, search, filing, modification, satisfaction & CERSAI. Credit Monitoring. Compliance with sanction terms. Pre & Post-sanction follow-up.

Documentation-Importance & need. Early warning signals & credit monitoring tools. CRILIC utility. SMA concept. Credit Risk Assessment - borrower/ facility rating; internal/external; hurdle/default rating; risk assessment for new borrowers. CIBIL. Credit Risk Management.

Reference Books:

1. Risk management, IIBF, Macmillan Publishers India Pvt Ltd
2. Treasury, Investment and Risk Management, IIBF, Macmillan Publishers India Pvt Ltd
3. Theory and Practice of Treasury & Risk Management in Banks, IIBF, Macmillan Publishers India Pvt Ltd
4. Banker's Hand Book on Credit Management, IIBF, Taxmann Publications (P) Ltd
5. Accounting & Finance for Managers, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
6. Bank Financial Management, IIBF, Macmillan Publishers India Pvt Ltd

21MBABF 442
FOREX, Treasury & Market Risk Management

Module – 1

08 hours

Introduction to Treasury, Banking & trading books, Treasury & its role in Banks, Responsibilities of treasury including ALM, Structure of Treasury, Front, Back and Mid Office, SGL and Constituent SGL Accounts. Introduction to Investment Portfolio of a Domestic Treasury, Role of FIMMDA. Treasury Risk Management-Treasury settlements, Internal Control-accounting and control, MIS and reporting, control limits, dealing and settlement systems.

Module – 2

07 hours

Overview of treasury instruments including treasury bills, bonds, CDs, CPS, Repo and reverse repo, gilt edged securities, Hedging products. Domestic treasury & Forex Treasury. Introduction to Foreign Exchange, Exchange Market, salient features of FEMA, Statutory Basis of Foreign Exchange Outline of Exchange Rates and Types.

Module – 3

08 hours

Inward and Outward Remittance in foreign exchange, paper based & electronic remittance, [remittance through private exchange houses, drawing arrangements, Canara Bank branded remittances]. Different Types of Non Resident Accounts, features and operational guidelines. NRO, NRE and FCNR accounts- opening-operations- benefits.

Module – 4

09 hours

Forward Contracts, Booking, Cancellation and Extension. Various types of merchant rates, selection of rate for forex transactions, Facilities available for Residents, Foreign Currency accounts for Residents- Exchange Earners Foreign Currency Accounts, Resident Foreign Currency Accounts, Resident Foreign Currency (Domestic) accounts.

Module – 5

07 hours

Definition and introduction to types of market risks with special reference to Banks & its mitigation, BASEL norms, RBI Directives on Risk Management (including capital charge). Operational risks in forex business with special reference to prevention of frauds. Cross border exposure, country risks-for banks and customers.

Reference Books:

1. Treasury, Investment and Risk Management, IIBF, Macmillan Publishers India Pvt Ltd
2. Theory and Practice of Treasury & Risk Management in Banks, IIBF, Macmillan Publishers India Pvt Ltd
3. Treasury Management, IIBF, Macmillan Publishers India Pvt Ltd

4. Foreign exchange facilities for individuals, IIBF, Macmillan Publishers India Pvt Ltd
5. International Banking Operations, IIBF, Macmillan Publishers India Pvt Ltd

21MBABF 443

Digital Banking & Alternate Delivery Channels

Module – 1

08 hours

Need for and concept of Digital Banking, replacement of traditional F2F services, future of banking services channels, cost-benefit analysis, why digitization. customer education on security, assistance in migration. Payment and Settlement Systems. Movement of funds – wallet to e-wallet, competitors, and security features, risk management, role of NPCI – products and initiatives. UPI, Architecture, impact on mobile wallets and card payment system.

Module – 2

08 hours

Automated Teller Machines, types, finer aspects of working (including that of cash dispensers), deployment, maintenance, monitoring for optimum utilization, customer convenience. Role of service providers and accounting entries. Cash recyclers, utility and validation process and overall implementation strategy. Multi-function kiosk, facilities available, advancement in kiosk based solutions, utility and ease of customization, installation and maintenance requirements.

Module – 3

08 hours

Self-service Lobbies – e lobbies, features, facilities available, educating customers, enabling migration of customers. Self-service passbook printers – features, benefits to customers and the bank, operation of the system and trouble shooting. Mobile Banking – NUUP. E Tax payment & Geo-tagging, Missed call facility – procedure, scope, Need and costing. Contact Centre – services offered, scope and support for the branches, how it works, languages, load distribution, TAT and processes. Mobile wallet.

Module – 4

08 hours

Internet Payment Gateway – concept of payment gateways, e-gateway, scope of transactions, tracking movement of funds, floats and costs at each touch-points. Debit and Credit cards – types, features, and cost benefit analysis, customer education. Prepaid foreign currency travel card – types, scope and purpose, advantages, functions, function perspectives, issuing procedure.

Module – 5**07 hours**

Digital Signage System – purpose, contents, operational perspectives, scope of information broadcast and for yield-enhancement. Cash Management Services (CMS). Cyber security and Digital marketing - Introduction.

Reference Books:

1. Digital Banking, IIBF, Macmillan Publishers India Pvt Ltd
2. Information Technology, IIBF, Macmillan Publishers India Pvt Ltd
3. IT Security, IIBF, Taxmann Publications (P) Ltd
4. Security in Electronic Banking, Macmillan Publishers India Pvt Ltd

21MBABF 444
Sales and Service Orientation

Module – 1**07 hours**

Service economy -definition of service economy, nature, characteristics of services and its relevance to banking industry. Financial Services-Characteristics of financial services, different types of financial services. Challenges in Marketing of financial products/services. Product Life Cycle- Stages of Product life cycle with specific reference to Banking Products

Module – 2**08 hours**

Sales Management- Introduction to sales, Difference between Selling & Marketing, Sales process, sales planning, sales management, personal selling, prospecting, Sales funnel. Forms of Direct Marketing- Kiosk installations, tele- marketing, new digital technologies & online marketing. Lead Management Cycle, management from lead generation to closure, matching the products of the bank with the customer requirements including both liability and asset product and services.

Module – 3**07 hours**

Service Delivery-Employee Role. Features & responsibilities of a successful banking professional. Customer co-production, customer roles, service failure and recovery, customer satisfaction and delight. Customer complaints and redressal of grievances. The ombudsman scheme. Ethics in selling- Impact on business.

Module – 4**09 hours**

Examples of mis-selling and their consequences-RBI Guidelines. Marketing of Bank product/services through CBS. Marketing through social media networks and other digital channels like Tab Banking, Internet banking, Mobile banking and its challenges. Customer Grievance Redressal Mechanism-Variou channels and platforms available to the customers for their grievance redressal and the escalation matrix in the bank. Harnessing customer grievance and feedback for business opportunities and enhancing customer service.

Module – 5**08 hours**

Competition Analysis-segment wise analysis (gold loans, housing loans, remittances, priority sector advances) study of USPs. Future trends in banking. Relationship Marketing: CRM, Basic determinants of CRM, Functions of CRM model -Relationship banking, Importance of building relationship and its advantages to the Bank.

Reference Books:

1. Customer Service & Banking Codes and Standards, IIBF, Macmillan Publishers India Pvt

Information Technology [Specialization]

21MBAIT451

Managing Technology Business

Module 1: Introduction**08 hours**

Technology origin and evolution, tailoring technology to fit specific industry requirements, Organization redesign, Organizational re-engineering, Financial considerations for technology Planning, Technology cycle and understanding technologies change, responding to technological changes, Adoption of technology, Overcoming resistance.

Module 2: Technology Forecasting and Assessment:**08 hours**

Technology Forecasting, Need, Methodologies: Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC), Dissemination of technology information and strategic planning, Technology choice and evaluation methods, Analysis of alternative technologies, Implementing technology program

Module 3: Technology Negotiation and Diffusion:**08 hours**

Technology Negotiation, Preparation and conduct of negotiations, Technology outsourcing, Socio, economic, political, legal and cultural considerations. Technology diffusion, Technology transfer, modes, Technology up-gradation, Technology modernization, Adoption of new technologies, Absorption of new technologies, Absorption process, Relocation issues.

Module 4: Technology Licensing and Partnering:**08 hours**

In-house development, Partnerships with intermediaries, Sponsored development, Joint development, Collaborative development, International networks of technology brokers. Technology Licensing, Financial terms, documentation, cross licenses, Collaboration and public policy.

Module 5: Technological Competitiveness in Countries:

07 hours

Factory and office automation, Business Process Reengineering, Quality Management, Use of Transferred Technology, Collaborative innovation environment, Collaborative knowledge, intensive industry environment, Business and government relations, Technological competitiveness in some of the developing and developed countries.

Reference Texts:

1. White/Bruton, The Management of Technology and Innovation: A strategic approach, Cengagelearning, Ist, Edition 2010.
2. Robert Szakonyl, Handbook of Technology Management, Viva Books Private Limited, 2008.
3. Gerard H. Gaynor, Handbook of Technology Management, McGraw Hill, 1996.
4. Betz, Frederic, Strategic Technology Management, New Delhi, McGraw Hill, 1996.
5. Tarek M. Khalil, Management of Technology, McGraw Hill, 2003.
6. Vijay Kumar Khurana, Management of Technology and Innovation, Ane books India, Chennai, 2007.
7. Zeans Block & Lan C. Macmillan, Corporate Venturing, Harvard Business School Press, 2003.
8. A Innovation Management, Strategies, Implementation and Profit by Afuah Oxford University Press 2nd edition, 2012.

21MBAIT452

IT Business Development and Contracting

Module 1-Sales in IT

08 hours

Sales Strategy in IT, Software product and Services-Value added resellers (VAR's), Typical sales scenario in ERP implementation project.

Module 2: Pricing of IT products and service

07 hours

“Seven P”s of marketing in IT products and services, Overview of Pricing, Price Theory, Pricing Process–Pricing objectives, Pricing policies, Pricing strategy and Pricing methods/Models, Impact on Revenue recognition, Determining costs, Software Effort/Price estimation techniques, Pricing Maintenance and support projects, Pricing NRE projects, Discounting, Pricing discrimination-Academia pricing, International Pricing, Bundling-Product bundling and Price bundling, Price wars, Price capping, Price protection, Pricing strategies in existing market, pricing strategies for new markets, Current Market trends in Pricing, Shifting trends- Implication to Software vendor

Class Activity: Determining costs involved in a software project/company

Class Activity: Effort Estimation and Pricing a deal using Excel (Simulated from tools)

Module 3: Contract Management life cycle

08 Hours

Cases/ Scenarios to understand the importance of Contract, Stages in contract Management life cycle-Pre award phase, award phase and post award, Roles and responsibilities, Contract types-Fixed price, Time and material, Capped T&M, Importance of contract administration – managing outsourcing engagements

. Contract termination and exit clauses.

Class Activity: Analyzing a sample IT project contract

Module 4: Understanding RFP's and Proposals

08 hours

Understanding Proposals, Persuasive Proposal Writing, Responding to an RFP, Developing a Value proposition, Contents of the Proposal, Structuring a Proposal, Testing the soundness of a proposal, Different types of proposal, Why every proposal is different, Proposal writing process in a software company

Class Activity: Analyzing a sample IT project proposal

Module 5: Technology components and Ethics

08 Hours

Technology components in IT business: ERP, Cloud computing-SaaS, IaaS, PaaS, MaaS, cloud computing concepts-clustering, web applications, terminal services., Internet of Things, Virtual reality, Augmented reality Issues connected with obsolescence, Ethical practices in pricing-Do's and Don'ts. The role of talent management and its impact on pricing

Reference Texts:

Recommended Books:

1. Daniel Shefer -Articles

http://www.shefer.net/Articles/Pricing_for_Software_Product_Managers.pdf

http://www.shefer.net/Articles/Product_and_Pricing_Strategies.htm

http://www.pwc.dk/da_DK/dk/publikationer/assets/software-pricing-trends-2007.pdf

2. Robertson & Robertson “Mastering the Requirement Process” Addison Wesley

3. Leslie P. Willcocks, Sara Cullen, and Andrew Craig “The Outsourcing enterprise”

4. Karl E. Wiegers, “Software Requirements”, Microsoft Press

5. Software Engineering – A Practitioner’s Approach – Roger Pressman

6. Aligning IT Solutions with Business Processes – A Methodological Approach – Venky Shankararaman, Pearson

References:

1. Power Pricing. By: Robert J. Dolan & Hermann Simon.

2. Pricing – Making Profitable Decisions. By Kent B. Moore.

3. The Strategy and Tactics of Pricing. By: Thomas Nagle & R. Holden

Operations Management [Specialization]

21MBAOM461 Retail Management

Module 1: Introduction to retailing

08 hours

Introduction, significance of retailing, structure of distribution and retailing channels around the world. Retail management decision process, types of retailers, merchandise, variety and assortment. Services retailing and how is it different from merchandise retailers. Understanding types of ownership. Multichannel Retailing: Retail channels and types. Benefits of multichannel retailing.

Module 2: Retail strategy and Customer buying behavior

08 hours

The buying process, types of needs, buying decisions, social factors influencing the buying process, market segmentation, VALS framework.

Understanding retail strategy with examples, methods to develop sustainable competitive advantage, perceptual maps and global growth opportunities.

Module 3: Retail planning

08 hours

Stages in strategic retail planning process, understanding the process for an organization. Setting and measuring performance objectives. Retail locations, types, evaluating specific areas. Evaluating a site, estimating potential sales for a store site

Module 4: Merchandise management, pricing and communication mix

08 hours

Merchandise management overview, developing assortment plan, Inventory and product availability, establishing control system for managing inventory. Insight into buying merchandise. Retail pricing: pricing strategies, setting retail prices, techniques to increase sales, legal and ethical pricing issues. Communication Mix: develop brand images and customer loyalty programs, planning the retail communication program.

Module 5: Store Management

07 hours

Responsibilities, recruiting and selecting store employees, motivating, evaluating, compensating and rewarding employees. Controlling costs, increasing efficiency and reducing inventory shrinkage. Store layout, design and visual merchandising: Design objectives, elements, space management, visual merchandising, website design.

Customer service: the gaps model for improving retail customer service quality. Service recovery. retail research, retail audits, pilferage threats and handling those pilferages. The rise and importance of technology and tech based solutions in retailing will be debated on to draw curtains to the course

Reference:

1. Retailing Management by Levy, Weitz and Pandit, McGraw hill
2. Retail Management by Bajaj, Tuli and Srivatsava, Oxford Publication
3. Gupta,S.L., *Sales & Distribution Management: An Indian Perspective*, Excel Books , 2/e
4. Pradhan Swapna, *Retailing Management*, text and cases Tata McGraw Hill, 4/e.

21MBAOM462**Advanced Supply chain Management and Analytics****Module 1: Recent trends in Logistics and Supply chain management****7 Hours**

Logistics outsourcing: Benefits, third party logistics and fourth party Logistics, Selection of Service provider, logistics service Contract, Critical issues in Logistics outsourcing, E-commerce logistics- E-Logistics Structure and operation, Impact of technology on Logistics and Supply chain, reverse Logistics-Global Logistics- Strategic Logistics.

Module 2: Coordination in a Supply chain**8 hours**

Lack of Supply chain Co-ordination and Bullwhip effect, Effect on performance of lack of coordination, VMI, CPFR.

Module 3: Supply chain Analytics**8 hours**

Warehousing Decisions • Considerations in Location Modelling • Basic Methods like COG, etc. • Guided LP Approach • Balmer-Wolfe Method • Discrete Location Modelling and Mathematical Programming Models • Greedy Drop Heuristics • Dynamic Location Models • Use of SITATION Software.

Module 4: Supply chain Analytics**8 hours**

Inventory Management • Inventory Aggregation Models (Complete and Tailored) • Inventory under Probabilistic Environment and Stochastic Inventory systems • Dynamic Lot sizing Models • Aggregate Inventory system and use of LIMIT (LOT SIZING INVENTORY MANAGEMENT INTERPOLATION TECHNIQUE) •

Module 5: Supply chain Analytics**8 hours**

Multistage Transshipment and Transportation Problems • Set covering and Set Partitioning Problems • Traveling Salesman Algorithms • Advanced Vehicle Routing Problems and Heuristics • Scheduling Algorithms-

Note:Type of Question Paper for SEE:Objective Type (Online)

Learning Resources

1. Chopra Sunil & Peter Meindl, Supply Chain Management, Pearson Education, 4th Ed., 2010.
2. John T Menzer, Supply Chain Management, Response Books ,Sage Publishers, 2001.

Entrepreneurship and Managing Startups[Specialisation]

21MBAED471 Managing Entrepreneurial Venture

Module 1: Entrepreneurship in Management

08 Hours

Roots of Lean Startup - Importance of Lean Startup – Models

Module 2: Business Models and Business Plan

08 Hours

Business Models - Lean Startup Method- Business Model Innovation- Types of Business models
-Business Model Innovation Challenge

Business plan –Feasibility plan outline – Developing Business Plan

Module 3: Strategic Management for Startups

08 Hours

Strategic growth in Entrepreneurship- . Four integrated entrepreneurial strategies: Value Chain, Disruption, Architecture, and Intellectual Property

Growth Plan for Startup – Marketing – Finance- Organizational Plan - Growth Strategies

Interpersonal Skills for Entrepreneur

Module 4: Build, Measure and Learn**08 Hours**

Value Proposition- Customer Archetype- MVPs: Design and Implementation- Resources:
Attracting money, people, and partners-The

Module 5: Personal Branding**07 Hours**

Why Personal Branding – Avenues of Personal branding –Importance of Personal Branding for an Entrepreneur

Recommended books:

1. Entrepreneurship – Robert D Hisrich, Michael Peters - McGrawHill Publication
2. Lean Startup –Eric Ries
3. Entrepreneurship –D.F Kuratko , T.V Rao – Cengage
4. The Business Model Navigator – Oliver Gassmann, Karolin Frankenberge – Pearson

21MBAED472
Entrepreneurial Ecosystem

Module 1: Entrepreneurial Ecosystem**08 Hours**

Understanding Entrepreneurship Ecosystem – Theoretical foundation-Key elements of Entrepreneurship Ecosystem - Emerging Economies - Strategizing as networking for new ventures-

Module 2: Key Domains of the Entrepreneurial Ecosystem**08 Hours**

Policy Domain- Finance Domain – Culture Domain- Support Domain – Human Capital Domain – Market Domain – Importance

Module 3: Principles of an Entrepreneurship Community**08 Hours**

Historic Foundation – Importance and characteristics of Entrepreneurship community – Principles of Entrepreneurship community

Module 4: Participants in an Entrepreneurship Community**08 Hours**

Mapping the community - Driving factors -Entrepreneurs, Government, University, Investors, Mentors, Service providers, Large Companies. Incubations and Acceleration programs - The Creation and Development of the Ecosystem: The Role of ICT

Module 5: Improving the Entrepreneurial Ecosystem**07 Hours**

Driving factors for the growth of ecosystem – Mapping the ecosystem for innovation -

Recommended books:

Entrepreneurial Ecosystem-Mathew J Manimala, Kishinchand Poornima Wasdan-Springer India

SEE Question Paper Setting (MBA Batch: 2021-2023)

- Question paper setting for subjects of all the Semesters shall be entrusted to **Internal Examiners as well as External Examiners. The Allotment of Question Paper will be processed by the Office of Controller of Examinations, NMAMIT.** The question papers shall be set on 'Unit / Module System' Pattern. The SEE Question papers shall be set covering the entire syllabus and the students are given opportunity to answer questions from the full syllabus of the course.
- **Internal Choice of Questions should be given only for one Unit / Module out of the Five Units/ Modules as deemed necessary by the Question Paper setter. There will be no Internal choice for the rest of the Four Units/ Modules.**
- **The allocation of marks for each sub-question (out of 20) will be at the discretion of the Question Paper setter. For Eg. 10+10, 15+05, 05+05+10, 05+05+05+05 and so on. The number of Sub-questions for each Unit / Module shall not exceed four.**

SEMESTER-END-EXAMINATIONS QUESTION PAPER PATTERN

USN : 	
NMAM INSTITUTE OF TECHNOLOGY, NITTE	
<i>(An Autonomous Institution affiliated to VTU, Belgaum)</i>	
M.B.A. (Credit System) Degree Examinations	
SUBJECT CODE WITH NAME:	
Duration: 03 Hours	Max. Marks: 100
<i>Note: 1)</i>	
Unit - 1	
1.a	
1.b	
1.c	
Unit - 2	
2.a	
2.b	
2.c	
Unit - 3	
3.a	
3.b	
3.c	
Unit - 4	
4.a	
4.b	
4.c	
Unit - 5	
5.a	
5.b	
5.c	
Or	
6.a	
6.b	
6.c	