



REVA
UNIVERSITY
Bengaluru, India

SCHOOL OF MANAGEMENT STUDIES

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

**HAND BOOK
(2019 Scheme and Syllabus)**

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Rukmini Educational
Charitable Trust

PREFACE

The MBA is designed keeping in view the current situation and possible future developments, both at national and global levels. This course is designed to give greater emphasis on core management areas and current trends in various aspects of management. There are ample numbers of courses providing knowledge in specialized areas of Finance, Marketing, Banking & Insurance, Human Resources, Operational Management, and Actuarial Management facilitating students to choose specialized areas of their interest. Adequate attention is given to provide students the current trends and new developments advanced areas.

Business, Entrepreneurship, Commerce and Trade have today gained key place in global environment. The communication and information technology revolution, socio-economic and political changes led to global marketing have brought in greater transformation in the global market. The trends like e-banking, e-commerce, web marketing, B 2 B marketing, mergers, acquisitions and corporate restructuring etc., have made enormous impact on the business environment. With result the great amount of changes is seen in consumer behavior deserting them demand for innovation, entrepreneurship, service marketing, product and brand management, rural marketing and so on. Hence, new brand of leaders and mangers backed by adequate knowledge in business, innovative managerial techniques, leadership qualities are required to face the various challenges in global market. Therefore the wings of study of management and business administration have spread beyond imagination. This has led to completely restructure the MBA degree programme giving face-lift with the introduction of subjects such as Business Research Methods, Strategic Talent Management, Legal Aspects and Industry Relations, BPR and Enterprise Resource Planning, Supply Chain Management, Operations Management, Actuarial Management, Marketing of Insurance Products and Services, Technology and Innovation Management, Derivatives and Risk Management , Merchants and Acquisition and several such areas of advanced studies. MBA of REVA University has thus introduced varied specializations to give opportunities for students to take up specialized area of interest and march towards accomplishing their goals in the management career. These specialization include Operations Management, Actuarial Management, Banking and Insurance, in addition to Human Resource Management, Finance and Marketing Management. The strength of MBA program in REVA University is a major project to be carried in the final semester. These projects not only provide business research techniques but also look for industry integration.

The benefits of choosing MBA program at REVA University are:

- * Opportunity to choose from various specializations
- * Opportunity to work on live problems.
- * Opportunity to work on business, commerce, marketing and such other related areas.
- * Opportunity to be entrepreneurs with greater confidence.

I am sure the students choosing MBA in REVA University will enjoy the curriculum, teaching and learning environment, the vast infrastructure and the experienced teachers involvement and guidance. We will strive to provide all needed comfort and congenial environment for their studies. I wish all students pleasant stay in REVA and grand success in their career.

Prof. Shubha A
Director, School of Management Studies

MBA (MASTER OF BUSINESS ADMINISTRATION) PROGRAM

Programme Overview

The MBA is the master's degree in business administration. Management education is primarily aimed at ensuring that graduates who complete their courses in a chosen domain are competent enough to manage corporate activities like Human Resources, Finance, Operations and Marketing to run a company on a day-to-day basis, to meet the management objectives.

The importance of management education may be explained as under:

1. Management education is a varied body where students can specialize in desired areas like Retail, Sales, Taxes and so on, thus ensuring that each student is able to gain competence in the general principles of management as well as develop a deeper understanding of specific aspects of management training.
2. Since every industry, including traditionally non-business industries like healthcare, food, publishing, cinema, and so on, has become more businesslike with the participation of corporate houses and business conglomerates, management education today opens many doors for students who are meritorious in this subject.
3. Through internships, field work, networking with other professionals, students can understand the problems which may plague a business or corporate house and they can learn to think on their feet and develop prompt solutions
4. The education provided by reputed management schools is multifaceted since they include recent trends in the field like management or corporate ethics, corporate responsibility and social inclusion, globalization and private-public collaborations.

Hence, management education ensures that students keep themselves constantly updated, and also appreciate the wider ramifications of their work.

The School of Management Studies at REVA UNIVERSITY offers MBA—a postgraduate programme to create motivated, innovative, creative and thinking graduates to fill the roles of managers in corporate sector who can manage human resources, marketing, finance, operations and all such related activities to meet the management objectives.

The Master of Business Administration (MBA) programme offered at **REVA UNIVERSITY** aims to impart functional knowledge of general management and specialized knowledge of the related subjects. The specializations offered include: Marketing, Finance, HR, Operations Management, Banking & Insurance and Actuarial Management. The MBA program has been designed to give the student the flexibility to choose from various specializations. One of the differentiating features of the curriculum is

the range and depth of electives, which are industry-specific where rigor and relevance are appropriately balanced, resulting in greater employability of the graduates. The specialization areas include a field-based industry internship program and a dissertation. The Post Graduates in Management Studies are also equipped with the skills, abilities and knowledge that will enable them to take up positions of higher responsibility in the corporate world anywhere, or to become entrepreneurs.

Programme Educational Objectives (PEOs)

The aim of the programme is to produce motivated, innovative, creative postgraduates in management to fill the roles of managers in corporate sector with higher order critical, analytical, problem solving and transferable skills; ability to think rigorously and independently to meet higher level expectations of industry, academics, and research establishments or take up entrepreneurial route.

The Programme Educational Objectives are to prepare the students to:

1. Manage corporate activities like human resources, finance, operations, marketing and such related activities
2. pursue for higher degrees to work in colleges, universities as professors or as scientists in research establishments
3. act as administrators in public, private and government organisations with further training
4. be conversant with environmental, legal, cultural, social, ethical, public safety issues
5. work as a member of a team as well as lead a team
6. communicate effectively across team members and work under constraints
7. set his/her own enterprise with further training
8. adopt lifelong learning philosophy for continuous improvement

Programme Outcomes (POs)

After undergoing this programme, a student depending on subject specialization will be able to:

1. Formulate human resources policies for the organization
2. Recruit, train and monitor human resources of an organization
3. Manage operations of an organization
4. Plan and manage finances
5. Plan and execute marketing and sales activity
6. Perform project management activity
7. lead a team to ensure that projects are completed satisfactorily, on time, and within budget
8. conform to cultural, environmental, sustainability and ethical issues
9. communicate across teams verbally, visually and by writing
10. choose an appropriate online educational programmes for further learning, participate in seminars and conferences

MBA (MASTER OF BUSINESS ADMINISTRATION)

DUAL SPECIALISATION PROGRAM

Scheme of Instruction

(Effective from Academic Year 2019-20)

Scheme of Instruction

Sl. No	Course Code	Course Title	Course Type	Credit Pattern			Total	Contact
				L	T	P		
FIRST SEMESTER								
1	M19MB1010	Management and Organization Behaviour	HC	3	1	0	04	05
2	M19MB1020	Managerial Accounting	HC	3	0	1	04	05
3	M19MB1030	Marketing Management	HC	2	1	0	03	04
4	M19MB1040	Human Resource Management	HC	1	1	0	02	03
5	M19MB1050	Economics for Managers	HC	2	1	0	03	04
6	M19MB1060	Business Statistics	HC	3	0	1	04	05
7	M19MB1070	Skill Development	RULO	0	0	2	2	4
TOTAL							22	30
SECOND SEMESTER								
1	M19MB2010	Business Law and Ethics	HC	2	1	0	03	04
2	M19MB2020	Operations Research and Quantitative Analysis	HC	3	0	1	04	05
3	M19MB2030	Business Research Methods	HC	2	0	1	03	04
4	M19MB2040	Corporate Finance	HC	2	0	1	03	04
5	M19MB2050	Soft Skill Training	RULO	0	0	2	2	04
6	M19MB2060	MOOC / SWAYAM	RULO	2	0	0	2	-
7	M19MB2070	Minor Project (Summer Internship –I)	HC	0	0	4	4	8
8	M19MB2080	Skill Development	RULO	0	0	2	2	4
TOTAL							23	33

THIRD SEMESTER								
1	M19MB3010	Innovation and Entrepreneurship	HC	1	1	0	02	03
2	M19MB3020	Introduction to Management	OE	3	1	0	4	05
3	M19MB3030	Soft Skill Training	RULO	0	0	2	2	04
4	M19MB3040	Skill Development	RULO	0	0	2	2	04
Specializations								
Note 1: Choose any three courses in any one of the specialization given below and two courses in the other specialization.								
3. 1. Marketing Specialization								
3.1.1	M19MB3111	Consumer Behaviour	SC	2	1	0	03	04
3.1.2	M19MB3112	Services Marketing	SC	2	1	0	03	04
3.1.3	M19MB3113	Product and Brand Management	SC	2	1	0	03	04
3.1.4	M19MB3114	Rural Marketing	SC	2	1	0	03	04
3.2. Human Resource Specialization								
3.2.1	M19MB3211	Personnel Growth and Interpersonal Effectiveness	SC	2	1	0	03	04
3.2.2	M19MB3212	Legal Aspects and Industrial Relations	SC	2	1	0	03	04
3.2.3	M19MB3213	Strategic Talent Management	SC	2	1	0	03	04
3.2.4	M19MB3214	Leadership and Planning	SC	2	1	0	03	04
3.3. Finance Specialization								
3.3.1	M19MB3311	Mergers Acquisitions & Corporate Restructuring	SC	2	1	0	03	04
3.3.2	M19MB3312	Financial Markets and Services	SC	2	1	0	03	04
3.3.3	M19MB3313	Investment Analysis and Portfolio Management	SC	2	1	0	03	04
3.3.4	M19MB3314	Derivatives & Risk Management	SC	2	1	0	03	04
3.4. Banking and Insurance Specialization								
3.4.1	M19MB3411	Credit Management	SC	2	1	0	03	04
3.4.2	M19MB3412	Bank Management and Retail Banking operations	SC	2	1	0	03	04
3.4.3	M19MB3413	Fundamentals of Actuarial Science	SC	2	1	0	03	04
3.4.4	M19MB3414	Banking Laws and Practices	SC	2	1	0	03	04
3.5. Operations Management Specialization:								
3.5.1	M19MB3511	BPR & Enterprise Resource Planning	SC	2	1	0	03	04
3.5.2	M19MB3512	Supply Chain Management	SC	2	1	0	03	04
3.5.3	M19MB3513	Productions and Operations Management	SC	2	1	0	03	04
3.5.4	M19MB3514	Materials Management	SC	2	1	0	03	04

3.6. International Business Specialization:								
3.6.1	M19MB3611	Global Business Environment	SC	2	1	0	03	04
3.6.2	M19MB3612	International Banking	SC	2	1	0	03	04
3.6.1	M19MB3613	Overseas Buyer Behaviour	SC	2	1	0	03	04
3.6.2	M19MB3614	International Business Taxation	SC	2	1	0	03	04
Mass Communication Specialization:								
3.7.1	M19MB3711	Mass Communication & Media Studies	SC	2	1	0	03	04
3.7.2	M19MB3712	Digital Marketing	SC	2	1	0	03	04
3.7.1	M19MB3713	Visual Communication	SC	2	1	0	03	04
3.7.2	M19MB3714	Communicative Design & Writing	SC	2	1	0	03	04
Total							25	36
FOURTH SEMESTER								
1	M19MB4010	Strategic Management	HC	2	1	0	03	04
2	M19MB4020	Major Project	HC	0	2	4	6	10
3	M19MB4030	Skill Development	RULO	0	0	2	2	04
Specializations								
Note 1: Choose any three courses in any one of the specialization given below and two courses in the other specialization.								
4. 1. Marketing Specialization								
4.1.1	M19MB4111	Customer Relationship Management	SC	2	1	0	03	04
4.1.2	M19MB4112	International Marketing	SC	2	1	0	03	04
4.1.3	M19MB4113	Integrated Marketing Communication	SC	2	1	0	03	04
4.1.4	M19MB4114	Retail Management	SC	2	1	0	03	04
4.2. Human Resource Specialization								
4.2.1	M19MB4211	International Human Resource Management	SC	2	1	0	03	04
4.2.2	M19MB4212	Organization Development and Change Management System	SC	2	1	0	03	04
4.2.3	M19MB4213	Learning and Development	SC	2	1	0	03	04
4.2.4	M19MB4214	HR Tools & Analytics	SC	2	1	0	03	04
4.3. Finance Specialization								
4.3.1	M19MB4311	Corporate Taxation for Business Decision	SC	2	1	0	03	04
4.3.2	M19MB4312	International Financial Management	SC	2	1	0	03	04

4.3.3	M19MB4313	Financial Modeling using Excel	SC	2	1	0	03	04
4.3.4	M19MB4314	Project Appraisal, Planning & Control	SC	2	1	0	03	04
4.4. Banking and Insurance Specialization								
4.4.1	M19MB4411	Fundamentals of Insurance	SC	2	1	0	03	04
4.4.2	M19MB4412	Treasury and Risk Management	SC	2	1	0	03	04
4.4.3	M19MB4413	Life and Non-Life Insurance Products	SC	2	1	0	03	04
4.4.4	M19MB4414	Developmental Banking Institutions	SC	2	1	0	03	04
4.5 Operations Management Specialization:								
4.5.1	M19MB4511	Total Quality Management	SC	2	1	0	03	04
4.5.2	M19MB4512	Technology and Innovation Management	SC	2	1	0	03	04
4.5.3	M19MB4513	World Class Manufacturing	SC	2	1	0	03	04
4.5.4	M19MB4514	Advanced Production Planning & Control	SC	2	1	0	03	04
4.6 International Business								
4.6.1	M19MB4611	International Trade Procedures and Documentation	SC	2	1	0	03	04
4.6.2	M19MB4612	International Strategic Management	SC	2	1	0	03	04
4.6.3	M19MB4613	International Capital Markets and Regulations	SC	2	1	0	03	04
4.6.4	M19MB4614	International Shipping and Trade Operations	SC	2	1	0	03	04
Total							26	38

Total Credits for MBA Program:

Semester	Credits
I	22
II	23
III	25
IV	26
TOTAL	96

MBA (MASTER OF BUSINESS ADMINISTRATION) DUAL SPECIALISATION PROGRAM

Detailed Syllabus

(Effective from Academic Year 2018-19)

FIRST SEMESTER

Course Code	Course Title	Course Type	L	T	P	C
M19MB1010	Management and Organization Behaviour	HC	3	1	0	4

Course Objectives:

The objective of this course is to enable students to understand:

1. the basic concepts of management and evolution of management and its impact.
2. the planning process and decision making strategies.
3. the basic human behaviour components and its impact on group behavior.
4. how people use power and Leadership within the organization and different theories of motivation behind it.

Course Outcomes:

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

1. to implement the basic elements / foundations of management.
2. make informed decisions through proper planning.
3. understand why people behave in a particular manner as individual or group.
4. understand different leadership styles and motivation people within the organization.

Course Content:

UNIT-1

Introduction: Introduction, Definition of management, Importance and functions of management, Managerial skills, Principles of management, Evolution of management, Major school of management thought: An overview and recent trends in management. Case to explain the management concepts.

UNIT-2

Planning and Decision Making: Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom's Participative decision making model. Case to explain planning and Decision Making.

UNIT-3

Organizational Behaviour and Controlling: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness. Controlling: The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

UNIT-4

Leadership and Motivation: Leadership traits, Leadership styles, Leadership theories, Power and Politics. Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

Assignments: Assignments must reflect the practical elements of planning organizing, behaviour of individual group and organizational context.

Text Books:

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Gene Burton & ManabThakur, 'Management Today-Principles & Practice', Tata McGraw Hill Public Company Ltd., New Delhi, 2009.
3. Fred Luthans - 'Organisational Behavior', McGraw Hill Publishing Company, New York, 2011.
4. Robins, S.P., 'Management ', Englewood Cliffs, Prentice Hall Inc., New Jersey, 2009.

Reference Books:

1. Management: Text and Cases- V.S.P.Rao, Excel Books
2. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012.
3. Management and Organizational Behaviour, 7/e, Laurie J Mullins, Pearson education.

Course Code	Course Title	Course Type	L	T	P	C
M19MB1020	Managerial Accounting	HC	3	0	1	4

Course Objectives:

The objective of this course is to enable students to understand:

1. horizontal and vertical formats of annual reports of sole traders and companies
2. production budget, sales budget, cash budget, flexible budget, and master budgets of an organization.

3. financial performance of an organization, comparative statement, Trend Analysis, Ratio Analysis and Cash flow Statements.
4. IFRS and MAOCARO in preparing of books of accounts in an organization, Auditors' Report and Directors' Report.

Course Outcomes:

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

1. Prepare annual reports of sole traders and companies in both horizontal and vertical formats by following accounting principles.
2. Prepare production budget, sales budget, cash budget, flexible budget, and master budgets of an organization.
3. Analyze the financial performance of an organization using Comparative Statement, Common Size, Trend Analysis, Ratio Analysis and Cash flow Statements.
4. Use IFRS and MAOCARO in preparation of books of accounts in an organization and prepare Auditors' Report and Directors' Report as part of annual reports.

Course Content:

UNIT-1

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Preparation of Books of Accounts -Journals, ledgers and trial balance. Preparation of Financial Statements -Preparation of final accounts of sole traders (Horizontal format) and Companies (Vertical format).

UNIT-2

Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – production budget, sales budget, cash budget, flexible budget. (Problems & Cases)

UNIT-3

Analysis of Financial Statements - Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Cash flow Statement [With special reference to AS 3]

UNIT-4

Audit Report, Directors' Report and basics of MAOCARO 1998 (Amended 2003). Corporate Governance, Forensic Accounting and Window Dressing, IFRS and proposed changes in accounting

Practical Components:

1. Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
2. Analyzing the companies' cash flow statements and presenting the same in the class.
3. Exposing the students to usage of accounting software

Text Books:

1. Accounting for Managers, Maheswari and Maheswari, 3/e Vikas Publishing House Limited, 2014.
2. Accounting for Managers, JawaharLal, Himalaya Publishing House, 4th edition
3. Financial Accounting – A Managerial Perspective, R. NarayanaSwamy, Prentice Hall India, 3rd edition
4. Financial Accounting, PC Tulsian, Pearson Education India, 4th Edition.

Reference Books:

5. Accounting For Managers, Jelsy Joseph, PHI.
6. Accounting for Managers: Interpreting Accounting Information for Decision Making, -Paul M. Collier, Wiley, 2015.

Course Code	Course Title	Course Type	L	T	P	C
M19MB1030	Marketing Management	HC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to understand:

1. the basic concepts in marketing and the emerging trends in the field of marketing
2. stages of PLC and new product development
3. concepts and importance of pricing and channel decisions.
4. Integration of marketing communications and concepts of ecommerce.

Course Outcomes:

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

1. Discuss the emerging trends in marketing and service and product mix elements.
2. Analyze PLC and the role and importance of packaging and branding
3. Explain the importance of channel decisions and its impact on marketing
4. Examine the importance and features of different types of promotional activities.

Course Content:**UNIT-1**

Introduction to Marketing: Core concepts, Needs, Wants & Demand, Marketing Orientations, Marketing Environment (Micro & Macro), Consumer Behaviour, Segmentation, Targeting & Positioning, Marketing Mix. Services Marketing Mix, Recent trends in Marketing.

UNIT-2

Product Decisions: Concept, Product line, Product mix, Product mix strategies, Product life cycle and its strategies, New Product Development, Packaging as a marketing tool, Role of labeling. Brand - Meaning, Branding strategies and brand equity.

UNIT-3

Pricing: Significance of pricing, factors influencing pricing (Internal and External factors), objectives, Pricing Strategies, Pricing Procedure. **Distribution Decisions:** Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing.

UNIT-4

Promotion: Meaning and Importance of Marketing Communication, Communication Objectives, Steps in Developing Effective Communication Advertising, Sales Promotion - Push and Pull Strategies, Personal Selling - Concept, Features, Functions, and Steps involved in personal Selling, latest trends in sales, Publicity -Functions of Public relations, Direct Marketing, Basic Concepts of E-Commerce & E-Business.

Practical Component:

1. Identify the segmentation, targeting and positioning of various products and services of a particular Industry.
2. Analyze Product Life Cycle of few Products like-Electronic goods, Computers.
3. Analyze Packaging strategies used by FMCG companies.
4. Perform role plays on personal selling, up selling and cross selling of bank products.
5. Study the IMC activities of a particular organization.
6. Study the product mix of two national and two international corporate groups.
7. Analyze Marketing strategies/planning used by automobile cosmetic and FMCG

Text Books:

1. Marketing Management: A South Asian Perspective – Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, 14/e, Pearson, 2013.
2. Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton,14/e, MH, 2012
3. Marketing Management Concepts & Cases –S.A.Sherlekar
4. Marketing Management, Tapan Panda, 2/e, Excel Publication

Reference Books:

1. Marketing Management – RajanSaxena, 4/e, Cenage Learning
2. Marketing Management – Ramaswamy V S, Namakumari S, 4/e, Macmillan Publishers, 2011

Course Code	Course Title	Course Type	L	T	P	C
M19MB1040	Human Resource Management	HC	1	1	0	2

Course Objectives:

The objective of this course is to enable students to:

1. understand the basic principles of strategic human resource management.
2. be aware about the practices of talent acquisition, utilization and management.
3. know about the staffing, training, compensation and performance management practices.
4. apply the skills of sourcing talent, rewarding, motivating and managing its people effectively.

Course Outcomes:

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

1. Explain and apply the concepts of manpower planning and staffing in organization.
2. Describe the HR functions responsible of development and integration of human resources.
3. Develop a deep understanding of the practices for rewarding and maintaining human resources.
4. Demonstrate deep knowledge and analysis in International HRM and emerging horizons of HRM.

Course Content:

Unit-1

Acquisition of Human Resources: HRM functions – Job analysis – Job designs – Human resource planning – Human resource information system – Recruitment and selection strategies, New employee orientation. (Theory only)

Unit-2

Development and Integration of Human Resources: Performance appraisal system Performance appraisal and succession planning – Career planning and development –Methods of training – Methods of development – Measuring training effectiveness. Integration of human Resources : Types and forms of participative management – Quality circles – Employee empowerment – Collective bargaining – quality of work life. (Theory only)

Unit-3

Rewarding and Maintaining Human Resources: Job evaluation methods – Incentive payments – Executive compensation programs – Employee benefits and services. Maintenance of human resources: Job satisfaction – Discipline and employee rights – Employee counseling – grievances settlement. (Theory only)

Unit-4

International HRM and Emerging Horizons of HRM: Concept, importance, an models of International HRM; Challenges of International HR Managers; Global HR practices; E-HRM; HRIS (Human Resource Information System); Measuring intellectual capital; Impact of HRM practices on organizational performance; contemporary issues in Human Resource Management. (Theory only)

Four cases to be discussed to reflect the four UNITS

Assignments: Assignments must reflect practical issues in the HRM practices

Text Books:

1. Human Resource Management by Gary Dessler, 13/e Pearson/Prentice Hall.2013.
2. Human Resources Management by K Ashwathappa, 4/e Tata McGraw hill, 2011.
3. Human Resources Management by C.B. Mamoria, Himalaya Publishing House, 2009

Reference Books:

1. Recent experiences in HRD by T V Rao
2. Designing and Managing HRS by UdaiPareek, oxford ,
3. Strategic Human Resource planning and management by Rothwell and Kazanas

Course Code	Course Title	Course Type	L	T	P	C
M19MB1050	Economics for Managers	HC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. acquaint with concepts and techniques used in Economics and to enable them to apply the knowledge in business decision making.
2. analyse cost data and carry out an economic analysis in the decision making process.
3. develop effective pricing strategies and benchmark the cost comparison through relative cost analytics.
4. understand the business impact of micro and macroeconomic environment on business decisions.

Course Outcomes:

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

1. Integrate the basic concepts of Economics with the tools of management in order to analyse and make optimal decisions.
2. Understand the role of a manager in a firm and internal and external decisions made by him.
3. Analyse how households and business interact in various market structures, and determine price & quantity of goods and services produced and consumed.
4. Use economic problem solving skills to discuss the opportunities and challenges of the increasing globalization of the world economy.

Course Content:

UNIT-1

Introduction: Managerial Economics- Meaning, Nature, Scope, & significance. Fundamental Concepts of Managerial Economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm: Objectives of the firm, alternate objectives of firm.

Demand analysis: Law of Demand, Elasticity of demand. Measurement of elasticity of demand. Demand forecasting: Meaning & Significance, Methods of demand forecasting. Law of supply, Elasticity of supply.

Note: Illustrative numerical examples to be used to explain the concepts.

UNIT-2

Cost Analysis and Market Structure: Costs Analysis, Concepts, Types of costs, Cost curves, Cost – Output relationship in the short run and in the long run, LAC curve. Production analysis: Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale. Market structure and pricing practices: types of markets, Perfect Competition, imperfect, monopoly, monopolistic, oligopoly Features.

UNIT-3

Pricing decisions: Objectives, Basic factors in Pricing-pricing under perfect, monopoly, oligopoly, and monopolistic competition-discriminatory pricing-multiple product pricing-price control by government - pricing of new products – pricing practices. Nature of Profits: Different views of profits – Profit functions – Measurement of Profit – Policies on profit maximization – Profit planning – Managerial uses of break even analysis. (Theory only) Numerical applications

UNIT-4

Macro Economic Policies and Measuring the Economy: Macroeconomic policies in India: Monetary policy: Objectives, credit control tools. Fiscal policy: Objectives, budget, direct and indirect taxes, revenue

and expenditures of the union and the state. Measuring the Economy: Basic economic Concepts, Open and Closed Economies, Primary, Secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring GDP and GDP Growth rate. Components of GDP. Business Cycle- Features, Phases, Inflation: Types, Measurement. National Income: Estimates, Trends, Measurement, Problems in measuring National Income.

Practical Component:

1. Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
2. Study of demand elasticity for a product when there is a price increase or price decrease.
3. Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
4. International Cultural environment- The problems faced by MNC's – A Case study.
5. 'Disinvestment in PSU's since 1991'- A case study
6. Tracking of business cycle for India using GDP data.

Text Books:

1. Managerial Economics –D M Mithani, 5/e, Himalaya Publication. 2011.
2. Managerial Economics – D N Dwivedi, 7/e, Vikas Publication. 2008
3. Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, 2010.
4. Business Environment: Text and Cases - Justin Paul, 3/e, McGraw Hill, 2011.
5. Economic Environment of Business – Misra S. K &Puri V. K., 6/e, Himalaya publishing house, 2010.
6. Business Environment - Fernando, 1/e, Pearson, 2011.

Reference Books:

1. Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics - Craig H Petersen, W. Chris Lewis &Sudhir K Jain, 4/e, Pearson Education, 2006.
3. Macro Economic Theory – Kennedy,1/e , PHI, 2011.

Course Code	Course Title	Course Type	L	T	P	C
M19MB1060	Business Statistics	HC	3	0	1	4

Course Objectives

The objective of this course is to:

1. Provide a basic knowledge of the application statistics to business disciplines
2. Develop an ability to analyze and interpret data to provide meaningful information to assist in making management decisions
3. Develop an ability to apply modern quantitative tools to data analysis in a business context.
4. Help students develop computational skills and problem-solving capabilities as a tool for analysis and presentation of solutions to business problems.

Course Outcomes

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

1. understand the scope and importance statistics through the methods of data collection for Business Decision Making
2. to calculate and apply measures of location and measures of dispersion -- grouped and ungrouped data cases.
3. compute and interpret the results of Correlation and Regression Analysis for forecasting
4. apply discrete theoretical probability to various business problems.

Course Content:

Unit 1

Introduction of Statistics: - Mean, Scope of Statistics and its importance in various disciplines, Methods of Data Collection: Statistical units to be used, Sources of information, methods of data collection: Methods of collecting primary data, Sources of Secondary data.

Unit 2

Measures of Central Tendency: - Arithmetic – Weighted Mean – Median, Mode – Geometric Mean and Harmonic mean. Measures of Dispersion: Range, Quartile Deviation, Mean deviation, Standard deviation, Coefficient of variation, Application of Measures of Central Tendency and Dispersion for Business Decision Making.

Unit 3

Correlation Regression Analysis: - Introduction, Significance and types of correlation, Methods of correlation, Co-efficient of correlation. Regression analysis: Meaning, Linear Regression, Measurement of Trend (Curve fitting using methods of least squares), Lines of Regression, Interpretation of Regression Coefficients. Time Series Analysis

Unit 4

Probability:-Meaning and Definition of Probability: - Significance of Probability in Business Application – Approaches to Probability, Theories of Probability: Addition and Multiplication theorems– Conditional laws of Probability-Baye’s rule, markovian process

Text Books:

1. Fundamentals of Business Statistics, S C Gupta, Himalaya Publishing House,2012
2. Statistics for Management , J.K.Sharma, Vikas House Publications House Pvt Ltd
3. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012

Reference Books:

1. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH,
2. Statistics for Management, P.N.Arora, S.Arora, S.Chand Publications
3. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education
4. Statistics for Management , Lerin, Pearson Company, New Delhi.

Course Code	Course Title	Course Type	L	T	P	C
M19MB1070	Skill Development	RULO	0	0	2	2

Note: The students will have to undergo Skill Development course being conducted by Training and Placement cell of the University.

SECOND SEMESTER

Course Code	Course Title	Course Type	L	T	P	C
M19MB2010	Business Law and Ethics	HC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Know important laws that have a bearing on the conduct of business in India.
2. Possess detailed knowledge of contract law.
3. Possess detailed knowledge of negotiable instruments act 1881.
4. Understand the importance of ethical conduct for business and the community,.

Course Outcomes:

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

1. appreciate the importance of law and legal institutions in business.
2. analyze and evaluate the nature and meaning of contracts, the regulation of the form of contracts, and evaluate the impact of legislation upon contract law.
3. understand the importance of negotiable instruments act 1881.
4. define, explain and illustrate the theoretical foundations of business ethics.

Course Content

UNIT – I

Companies Act, 2013: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

UNIT – II

Law of Contract: Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

UNIT – III

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).

UNIT – IV

Business Ethics: Introduction, Definition, Ethics and Business Ethics, Ethical Concepts, Ethical Values, Ethical Corporate Behaviour, Ethical Dilemmas in Organization, Ethics in the Functional Area, The Changing Environment: Business Ethics-why does it matter, Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and trained? Stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics. Importance of Ethics in Business.

Text Books:

1. Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016.
2. P.P.S.Gogna, Company Law, S.Chand, 2016.
3. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 3e, 2011.
5. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.

Course Code	Course Title	Course Type	L	T	P	C
M19MB2020	Operations Research and Quantitative Analysis	HC	3	0	1	4

Course Objectives:

The objective of this course is to enable students to:

1. understand the techniques of operations research in Management
2. possess basic skills and knowledge of operations research and its application in Management
3. understand the basic tools of Operations research in solving the management problems using mathematical approach for decision making.
4. know the formal quantitative approaches to problem solving and an intuition about the situations where these approaches are appropriate.

Course Outcomes:

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

1. apply tools of operations research in Management
2. use Linear Programming Method and its applications
3. use Decision Theory and Queuing theory in taking up the decisions for business.

4. proficiently allocate scarce resources to Optimize and Maximize profit

Course Content

UNIT – I

Quantitative Analysis: Nature and Scope – Quantitative Analysis as a frame work for Managerial Decisions; Analyzing and Defining the Problem, Developing a Model, Quantifying the Model, Typical Applications of Operations Research. Linear Programming: Introduction to LPP, formulation of LPP Maximization and minimization of the LP problem using Graphic Method and Simplex Method.

UNIT – II

Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem. Assignment Model: Definition and application of Assignment model - Traveling Salesman Problem- Transshipment problems

UNIT – III

Game Theory and Sequencing: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Sequencing – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.

UNIT – IV

Queuing Theory and Project Management: Basic Elements of the Queuing Model, of the Poisson and Exponential Distributions, Queuing With Combined Arrivals and Departures, Queues with Priorities for Service, Tandem or Series Queues, Queuing Decision Models. P.E.R.T. & C.P.M. Drawing networks – identifying critical path – probability of completing the project within given time- floats calculations– optimum cost and optimum duration.

Text Books:

1. Hira & Gupta, Operation research, S.Chand & Company Ltd, 2014 edition.
2. J.K.Sharma, Operation research, Macmillan Indian Limited, 5th edition.

Course Code	Course Title	Course Type	L	T	P	C
M19MB2030	Business Research Methods	HC	2	0	1	3

Course Objectives:

The objective of this course is to enable students to:

1. gain knowledge and understanding of the basic framework of research process.
2. comprehend research instruments and methodologies to apply to a specific research project
3. apply essential skills in analyzing both quantitative and qualitative data.
4. evaluate the importance of report writing and presentation in business research.

Course Outcomes:

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

1. Identify and apply different research approaches and methodologies
2. Develop data collection instrument according to the underlying theoretical framework
3. Interpret and present the results of an independently conducted statistical analysis.
4. Understand the process of report writing and presentation in business research.

Course Contents:

UNIT-1: Business Research

Business Research: An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal. Business Research Design: Steps involved in a research design. Exploratory research: Meaning, suitability, collection, hypothesis formulation. Descriptive research: Meaning, types of descriptive studies, data collection methods Causal research: Meaning, various types of experimental designs, types of errors affecting research design. Analytical research: Introduction to analytical research.

UNIT-2: Data Collection and Sampling

Sampling and Sampling distribution: Meaning, Steps in Sampling process, Types of Sampling Probability and Non probability Sampling Techniques, validation of sample size. Data collection: Primary and Secondary data Data collection Methods – Observations, Survey, Interview and Questionnaire design, Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling. (Only Theory)

UNIT-3:

Hypothesis Testing: Introduction to Hypothesis, Types of Hypothesis, Types of Errors, Procedure for Hypothesis Testing, Hypothesis Testing for means and proportions for small samples and Large samples (only Z- test), ANOVA test (Problems on One way table only), Chi-square test (Theory and Numerical Problems only on Simple chi-square, 2X2 and 2XK Contingency table and not include test for several proportions and population variance).

UNIT-4: Report writing

Introduction to report writing, Different steps in Report Writing, Importance of Report Writing, Types of Reports, Qualities of a good report, Features of Report Writing, Contents of a Report, Bibliography and its importance.

Text Books:

1. S C Gupta, Fundamentals of Statistics, 7th Edition Himalaya Publications
2. J K Sharma, Business Statistics, Pearson
3. Business Research Methods–Donald R. Cooper & Pamela S Schindler, 9/e,
4. C R Kothari, Research Methodology TMH, 2007.

Reference Book:

B R Dey, Managerial Statistics, McMillan.

Course Code	Course Title	Course Type	L	T	P	C
M19MB2040	Corporate Finance	HC	2	0	1	3

Course Objectives:

The objective of this course is to enable students to:

1. Know the basics of corporate finance and to calculate time value of money and valuation of long-term securities.
2. Understand the key decision areas in corporate finance – investment decision (capital budgeting techniques) and financing decision (calculation of overall cost of capital).
3. analyze the working capital requirements of the business and determinants of dividend policy of a firm.
4. forecast the financial requirements both short term and long term and to discuss various innovative financial products available in financing the financial requirements of the business.

Course Outcomes:

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

1. Examine the time value of money using Present value and Future value concepts and valuation of long-term securities.
2. Evaluate an investment opportunity using discounting and non-discounting techniques and financing decisions using overall cost of capital.
3. Estimate the working capital requirements of an organization and to determine the factors that influence the dividend policy of a firm.
4. Forecast the financial requirements of a firm and to arrange various financial products in financing the financial requirements of the business.

Course Contents:**UNIT-1**

Corporate finance: Components and Importance, Introduction to Financial Management- Goals, Objectives, Functions, and Interface; Time Value of Money- Discounting and Compounding techniques – valuation of long-term securities. (Theory and Problems)

UNIT -2

Sources of long term finance: Cost of Capital- measurement of specific costs - Cost of Equity, cost of Debt, cost of Preference share capital, cost of retained earnings, and Overall cost of capital; Financing decision - Leverages – EBIT-EPS analysis; Capital Structure theories; Capital Budgeting - Discounting and Non-Discounting Techniques. (Theory and Problems)

UNIT -3

Dividend Decisions: Determinants of dividend policy - Factors affecting- types- theories of Dividend – Relevance and irrelevance theories of dividends, Working Capital Management- Operating Cycle, Cash Cycle, Estimation of Working Capital requirements; Short term lending and borrowing; Bank financing and other sources of short term financing. (Theory and Problems)

UNIT-4

Financial Planning and Financial Analysis- Forecasting financial statements, Innovative financial products Angel Financing, Venture Capital financing. (Theory only)

Four real companies as case studies to be analysed to reflect four UNITS

Text Books:

1. Financial Management - Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.

Reference Books:

1. Financial Management - Pandey I. M, 10/e, Vikas.
2. Fundamentals of Financial management – Brigham & Houston , 10th Ed, Cengage
3. Financial Management & Policy – James C VanHorne, 12thed, Pearson, 2012.

Course Code	Course Title	Course Type	L	T	P	C
M19MB2050	Soft Skill Training	RULO	0	0	2	2

Note: The students will have to undergo Skill Development course being conducted by Training and Placement cell of the University.

Course Objectives:

Following are the Course Objectives.

- To improve communication skills – Speaking and Listening skills
- To inculcate potential skills in the learners so as to prepare them to deal with the external world in a collaborative manner, communicate effectively, take initiative, solve problems.
- To demonstrate positive work ethics.
- To help them become confident and optimistic in their approach.
- To help them shape their overall personality and be ready for today's competitive world.

Course Outcomes:

On completion of the course learners will be able to:

- To communicate effectively with each other.
- To behave well in interviews and formal meetings.
- To listen patiently and will be able to put forth their point without getting into an argument.
- Work efficiently with different types of people without losing their calm.
- Write formal emails and to avoid any mistake in differentiating the formal and informal mails.
- Develop presentation skills and public speaking ability.
- Draft CV and highlight the important achievements of their lives.
- To face the interviews confidently.
- Set short term and long term goals (to be instrumental in their personal and professional growth).

Unit-1

6 Hrs.

Communication and its Importance: The importance of effective communication and its use in corporate world. **Verbal and Nonverbal communication: Types of communication and their importance with examples.** **Communication Barriers: Barriers of Communication and How to overcome it.** **Introduction to Placement Process:** How it works, what to expect and role of all the stake holders. **Communication Evaluation:** Self Introduction for preparation for HR Interview

Unit-2

8 Hrs

Etiquettes & Manners: Classroom Etiquettes Social Etiquettes, Mistakes in Modern manners.

Self-Awareness: Meaning of self-awareness, Improving self-awareness and benefits of knowing self in order to become a good person and settle down with suitable profile.

Unlock your Employability: An exercise based module to give an overview of the desired employability skills and subsequently work on individual gaps. **Goal Setting:** Meaning of Goal

and Goal setting (Short, Medium and Long term goals).Importance of goal setting-steps for goal setting-SMART goals.

Unit-3

6 Hrs

Art of Listening: Active and Passive Listening, Types of Listeners, Empathizing, Advantages of effective listening. **Email Writing:** To write effective emails and to know difference between formal and informal mails. **Team formation and Branding** - Demonstrate Team Dynamics, Strategic team building and dealing with conspiracy. Practical insight on Organization Behavior and understand the expectations of the Employer.

Unit-4

8 Hrs

CV Writing & Cover letter: CV writing tips, Highlighting strong points, General and Profile specific CV writing. **Group Discussion:** Types of GD, Ten basic rules to crack GD, Do's and Don'ts of GD. **Presentation Skills:** Introduction (Different methodologies to give effective presentation). The Do's and Don'ts of public speaking.

Course Code	Course Title	Course Type	L	T	P	C
M19MB2060	MOOC / SWAYAM	RULO	2	0	0	2

MOOC / SWAYAM Online Courses: Globally, MOOC (Massive Open Online Course) platforms are gaining much popularity. Considering the popularity and relevance of MOOCs, Government of India has also launched an indigenous platform, SWAYAM. SWAYAM (Study Webs of Active Learning for Young Aspiring Minds) is basically an integrated MOOCs platform for distance education that is aimed at offering all the courses from school level (Class IX) to post-graduation level. The platform has been developed collaboratively by MHRD (Ministry of Human Resource Development) and AICTE (All India Council for Technical Education) with the help of Microsoft and is capable of hosting 2,000 courses.

A student shall register and successfully complete any of the courses available on SWAYAM / MOOC. Student shall inform the MOOC / SWAYAM coordinator of the school about the course to which he/she has enrolled. The duration and credits of the course shall vary depending upon the agency offering MOOC / SWAYAM courses. The student should submit the certificate issued by the agency offering SWAYAM / MOOC courses to the Coordinator of the school, the grades obtained in the course shall be forwarded to concerned authority of the University.

Course Code	Course Title	Course Type	L	T	P	C
M19MB2070	Minor Project (Summer Internship –I)	HC	0	0	4	4

Course Objective:

To carry out the research under the guidance of supervisor and in the process learn the techniques of research.

Course Outcomes:

On successful completion of the project, the student shall be able to:

1. Familiarize with literature search
2. Conduct the experiments related to research and formulate computational techniques
3. Interpret the primary data.
4. Write report and defend the research findings.

Project:

Each student or a group of maximum of 3 students will choose the topic of research and work under the guidance of allocated faculty member. The project shall preferably be application oriented or industry need based that could be useful to the society. In case of industry need based project or R & D project, the student may opt co-supervisor from the concerned industry / research institution as the case may be. The student will have to make a preliminary survey of research done in broad area of his/her area of interest and decide on the topic in consultation with his/her supervisor(s). The project work floated should be completed within 16 weeks and project report has to be submitted within the stipulated date by the University/ within 18 weeks whichever is earlier. The student has to meet the concerned supervisor(s) frequently to seek guidance and also to produce the progress of the work being carried out. The student should also submit progress report during 5th week and 10th week of the beginning of the semester and final draft report with findings by 15th week. After the completion of the project the student shall submit project report in the form of dissertation on a specified date by the School.

Course Code	Course Title	Course Type	L	T	P	C
M19MB2080	Skill Development	RULO	0	0	2	2

Note: The students will have to undergo Skill Development course being conducted by Training and Placement cell of the University

THIRD SEMESTER

Course Code	Duration	Course Title	L	T	P	C
M19MB3010	16 Weeks	Innovation and Entrepreneurship	1	1	0	2

Course Objective:

1. to enable students to understand the basic concepts of creativity and innovation
2. to understand the role entrepreneurship in economic development
3. to familiarize with the ecosystem entrepreneurship development and for startups
4. be conversant with the process of identifying business opportunity & prepare a business plan

Course Outcome:

1. Understand the concepts of creativity and innovation
2. Internalize the ingredients of entrepreneurship
3. Know the process of business opportunity identification
4. Prepare a business plan

Course Contents:

Unit 1

Creativity and Innovation: Creativity Meaning- Definitions and Features; Components- indicators- Nature of Creative Process- Impediments to Creativity- Innovation and Entrepreneurship- Role and Importance of Innovations in Entrepreneurial Success; - Myths/ Misconceptions of Innovation- Principles of Innovation- Systematic Innovation- Sources of Innovative Opportunities- Types of Innovation- Product-Process- Service Innovations ; Radical- Incremental- Disruptive and Frugal Innovations, Innovation Strategies- Blue Ocean- ERRC Framework- Red Ocean Strategy- Case Study

Unit 2

Entrepreneurship- Importance, Definition and Types of Entrepreneurs, Charms of being an Entrepreneur, Entrepreneurial Competencies, Managerial versus Entrepreneurial Decision Making; Myths about entrepreneurship; Role of Entrepreneurs in economic development : Entrepreneurship Development Eco-system; Start up Policy - growth of startups in India-Issues and Challenges- Social Entrepreneurship – **Case Study**

Unit 3

Business Opportunity Identification and Selection- Business Opportunity- Nature and Importance- Sources to generate potential ideas- Methods of Idea generation- Opportunity Evaluation – Porters Five Forces Model- John Mullin's Domain Framework- Alexander Osterwalder's Business Development Model

Practical Exercise: Development of Business Model

Unit 4

Business Plan- Introduction- Developing Business Plan- Plan is not the Business- Developing a well-conceived Business Plan- For whom? – Elements of Business Plan- Guidelines for a good plan; Pitfalls in Business Planning and avoidance of the same.

Case Study:

Practical Exercise: Business Plan Preparation and Presentation

Text Book and Reference Books

1. David Holt, Entrepreneurship – New Venture Creation, PHI
2. Rober D. Hisrich, et al Entrepreneurship, McGrawhill Co,
3. PoornimaCharantimath Entrepreneurship Development-Small Business Enterprises, Pearson Edition
4. Rajiv Roy, Entrepreneurship, Oxford University Press
5. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition.
6. DF Kuratko and TV Rao, Entrepreneurship : A South Asian Perspective, Cengage Learning
7. Peter F. Drucker Innovation and Entrepreneurship, Routlege
8. Jeffry A. Timmons and Stephen Spinelli, New Venture Creation, Tata McGraw Hill Edition

Course Code	Duration	Course Title	L	T	P	C
M19MB3020	16 Weeks	Introduction to Management	3	1	0	4

Course Objective:

1. This course is designed to develop student awareness of organisations and the variety of skills useful in managerial roles.
2. The course helps in fostering a spirit of critical inquiry and stimulating student pursuit of personal development and lifelong learning.
3. Introduces students to the behavioral, political and organizational dynamics of managerial practice.
4. Introduces the students to the tools and techniques used within General Management;

Course Outcomes

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

1. Demonstrate a foundational knowledge of the diversity of management thinking.
2. Autonomously and collaboratively analyze, evaluate, synthesize and apply management knowledge in a timely fashion.
3. Evaluate the historical developments within the management discipline
4. Apply the team and individual skills in ensuring the organization's objectives are met by not keeping oneself motivated but ones' team too.

Course Contents:

UNIT-1

Introduction: Introduction to management, concepts of management, art, science and profession Management functions. PODSCORB, Evolution of management thought, Relevance of management concepts to engineering.

UNIT-2

Planning: meaning of planning, planning functions, types of plans, organization span of control, authority, responsibility, accountability, delegation, decentralization, organization structure-types.

UNIT-3

Staffing and Directing:

Concept of staffing process of selection, training, types, performance, career development motivation, and importance, types of motivation, leadership concepts, and types, Communication, types, barriers in communication and effective communication.

UNIT-4

Control: Control, importance steps in control, principles of effective control, planning and control.

Suggested Readings:

1. Prasad L M. Principles of management, Sultan Chand & Co, New Delhi
2. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
3. Robbins, S. and Coulter, M. *Management*, Pearson Education.
1. Singh, B.P. and Singh, A.K., *Essentials of Management*, Excel Books.
2. Chhabra, T.N., *Essentials of Management*, Sun India.
3. Griffin, R.W., *Management Principles and Application*, Cengage Learning

Course Code	Duration	Course Title	L	T	P	C
M19MB3030	16 Weeks	Soft Skill Training	0	0	2	2

Course Objectives:

Following are the Course Objectives.

- To improve communication skills – Speaking and Listening skills
- The inculcate potential skills in the learners so as to prepare them to deal with the external world in a collaborative manner, communicate effectively, take initiative, solve problems.
- To demonstrate positive work ethics.
- To help them become confident and optimistic in their approach.
- To help them shape their overall personality and be ready for today’s competitive world.

Course Outcomes:

On completion of the course learners will be able to:

- To communicate effectively with each other.
- To behave well in interviews and formal meetings.
- To listen patiently and will be able to put forth their point without getting into an argument.
- Work efficiently with different types of people without losing their calm.
- Write formal emails and to avoid any mistake in differentiating the formal and informal mails.
- Develop presentation skills and public speaking ability.
- Draft CV and highlight the important achievements of their lives.
- To face the interviews confidently.
- Set short term and long term goals (to be instrumental in their personal and professional growth).

Unit-1**6 Hrs.**

Etiquettes and Manners-Grooming, Communication Etiquettes and Professionalism. Body Language and Accent Neutralization: Body language and its perfect use at right time and right place. **Industry Overview:** Compiling the Company data. Domain specific, current and emerging trends in the Corporate. Domain specific Job profiles (Job Specification and Job Description) **Analyze your Personality:** Do I like myself? An insight to have a better understanding of self and improve on.

Unit-2**8 Hrs**

Resume Standardization and Submission on Resume: CV submission, Checking and Rechecking. **Interview Facing Skills and FAQs in Interview:** Types of interviews, Employer expectation. **Mock Interview:** Interview practice (Activity) followed by individual feedback.

Unit-3**8 Hrs**

Mock GD: GD Practice (Activity) followed by individual feedback. **Behavioral Training on:** Decision making and Critical thinking Skills, Criteria for good decision making, Comparison and Evaluation of alternatives. **Case Study:** How to approach Case study and present it in the interviews. **Enhancing Employability:** Introduction to Domain specific Professional bodies & Value Added Certifications.

Unit-4**6 Hrs**

Internship and Career Guidance: Career mapping and Career choices. Do's and Don'ts of Projects, Internships & Live assignments. **Behavioral Training on:** Leadership Skills: Types of leaders, Leadership Stories, Qualities of a good leader. Team Building: Team work, Strategies to work in a team, Qualities of a Team Leader. Attitude Building: Types of attitude, Building a positive attitude. **Table Topics - Communication Evaluation:** Extempore, JAM session, Public speaking.

Course Code	Duration	Course Title	L	T	P	C
M19MB3040	16 Weeks	Skill Development Center	0	0	2	2

Note: The students will have to undergo Skill Development course being conducted by Training and Placement cell of the University

MARKETING SPECIALIZATION

Course Code	Course Title	Course Type	L	T	P	C
M19MB3111	Consumer Behaviour	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the concept of consumer behavior and its models.
2. identify the importance of personal factors such as motivation, learning and personality
3. understand the concepts of attitude and social class and its role in consumer behavior.
4. discuss about the role of various groups in consumer behavior and the process of innovation diffusion

Course Outcomes:

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

1. Examine the models of consumer decision making
2. Analyze the impact of personal factors such as motivation, perception & personality
3. Explain the role of social class & culture in consumer choices
4. Identify the role of various groups and the importance of opinion leaders

Course Content:

UNIT-1

Introduction to the study of Consumer Behaviour

Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Model of Consumer Behaviour: Input-Process-Output Model, Levels of Consumer Decision Making – Consumer Buying Decision Process, Consumer Research -Qualitative & Quantitative Research Methods, Consumer Research Process.

UNIT-2

Psychological Influences on Consumer Behaviour: Motivation: Basics of Motivation, Needs, Goals, Rational vs. Emotional motives, Motivation Process, Maslow's Hierarchy of Needs.

Personality: Basics of Personality, Theories of Personality, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Consumer Materialism, Consumer Ethnocentrism, Brand Personality, Self and Self-Image.

Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk)

Learning: Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning

UNIT-3:

Psychological Influences on Consumer Behaviour: Attitude: Basics of attitude, Models of attitude and Marketing Implication. Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

Sociological Influences on Consumer Behaviour: Social Class: Social Class Basics, Features of Social Class, Five Social-Class Categories in India. Culture and Subculture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Types of subcultures, Cross-cultural consumer analysis: Cross-cultural marketing strategy.

UNIT-4:

Sociological Influences on Consumer Behaviour: Groups: Meaning and Nature of Groups, Types of Group for consumer. Family: The changing structure of family, Family decision making, Key family consumption roles, Traditional family life cycle & marketing implications. Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups, Reference group appeals. Consumer Influence and Diffusion of Innovations. Opinion Leadership: Dynamics of opinion leadership process, Market Mavens, Opinion Leadership & Marketing Strategy. Diffusion of Innovations: Diffusion Process Adoption Process: Stages, categories of adopters.

Recommended Books:

1. Consumer Behaviour - Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer behavior – David L. Loudon, Della Bitta, 4/e, McGraw Hill.
3. Consumer behaviour - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
4. Consumer Behaviour – Raju M. S & Dominique Xardel, Vikas Publishing House.

Reference Books:

1. Consumer Behaviour in Indian Perspective – Suja Nair, Himalaya Publisher.
2. Customer Behavior : A Managerial Perspective – Sheth, Mittal, Cengage Learning.
3. Consumer Behaviour- Satish K. Batra & S H Kazmi, Excell Books.
4. Consumer Behaviour – Kumar Rajeev, Himalaya Publisher.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3112	Services Marketing	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Acquire an understanding of the concept and meaning of services management and the relationship process.
2. enhance skills and knowledge in dealing effectively with a portfolio of services customers in a business setting
3. understand the consumer expectation towards services and their role in service delivery process
4. Know the importance of effective marketing communication to influence the customers.

Course Outcomes:

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

1. Interpret the concept and characteristics of Services Marketing
2. illustrate the concept of Service Design and standards
3. analyze the employee role in Service Design
4. identify the factors which determine the pricing of Services

Course Contents:

UNIT-1:

Introduction to services: Concepts, Contribution & reasons for the growth of services sector, Difference in goods and service in marketing, Characteristics of Services, Concept of service marketing triangle, Service marketing mix, GAPs model of service quality. Marketing challenges in service industry.

Consumer Behavior in Services: Search, Experience and Credence properties, Customer expectation of services, Two levels of expectation, Zone of tolerance.

Customer Perception of Services- Factors that influence customer perception of service, Service encounters, Service Quality, Service failure, Impact of service failures versus product failures, service recovery, and service recovery paradox.

UNIT-2:

Understanding customer expectation through market research: Using marketing research to understand customer expectations, Types of service research.

Relationship Marketing: Benefits of relationship marketing, Strategies for building relationships, Four levels of retention strategies.

Service design and Positioning – New service development process, Service blue printing, blue print components.

Customer defined service standards: “Hard” & “Soft” standards, Process for developing customer defined standards.

UNIT-3:

Employee role in service designing: Importance of service employee, Problems faced by service personnel, Emotional labour, Source of conflict, Boundary spanning roles, People Strategies for closing GAP 3.

Customer's role in service delivery- Importance of customer & customer's role in service delivery, Strategies for enhancing Customer participation.

Managing demand and capacity – Understanding demand patterns, Capacity constraints, Strategies & Tools for matching capacity and demand, waiting line strategies

UNIT-4:

Role of marketing communication – Communications and the services marketing triangle, Four categories of strategies to match service promises with delivery

Pricing of services- Role of price and value in provider GAP 4, Role of non monetary cost, Price as an indicator of service quality, pricing strategies

Physical evidence in services: Elements of physical evidence, Roles of service scape, Significance of physical evidence, Guidelines for physical evidence strategies.

Text Books:

1. Services Marketing-Valarie A. Zeithmal& Mary Jo Bitner,5/e,TMH, 2011.
2. Services Marketing- Christopher Lovelock, Pearson Education,2004.
3. Services Marketing: The Indian Perspective- Ravi Shankar, Excel Books, 2006.

Reference Books:

1. Services Marketing - RajendraNargundkar, 3/e, TMH, 2010.
2. Services Marketing - GovindApte, Oxford, 2007.
3. Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning, 2007.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3113	Product & Brand Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the concepts related to product management: planning, life cycle, differentiation and attractiveness.
2. Understand the concepts of customer analysis and new product development.
3. Understand the concepts of brands and various elements of branding.
4. discuss about the brands in different sectors and expose them to the concept of brand imitation.
- 5.

Course Outcomes:

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

1. Analyse the product planning process and the various factors impacting changes in product management
2. Analyze the stages of new product development and reasons for failure of new products.
3. Articulate the elements of branding and the importance and significance of brand equity.
4. Identify brand extension and branding strategies in different sectors.

Course Contents:**UNIT-1**

Introduction: Product focused and Market focused organizations; Functionally Focused Organization; Product Management: Changes affecting Product Management and Product Strategy. Planning: Product Planning and Process; Product Life Cycle; Product Attractiveness; Product Differentiation; Environment Analysis; Product Line Management.

UNIT-2

Competitor Analysis: Product Features Matrix; Competitive Advantage and Product Positioning; Customer Analysis: Long term value of customers; Segmentation; New Product Development: Process; Why a new Product fails in the market?

UNIT -3**Branding & Its Elements:**

Introduction to Branding; Essentials of Good Brand Name – Types of Brands – Advantages of branding – Brand Loyalty – Brand Valuation Methods – Brand Revitalization Importance, Challenges & Opportunities; Brand Equity: Meaning & Bases of Measuring Brand Equity; Choosing Brand Elements; Brand Positioning Strategies.

UNIT-4

Key Concepts in Branding: Brand Extension – New Brand Failures - Branding in Different Sectors: Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector. Brand Repositioning: Meaning & Types; Brand Imitation: Meaning, Types and Strategies.

Text Books:

1. Product Management – Donald Lehmann & Russel S Winer; McGraw Hill Publication.
2. Product Management – Dr. C Anandan, McGraw Hill Publication.
3. Product Management – Michael Baker & Susan Hart, Pearson Education India.
4. Strategic Brand Management – Kevin Lane Keller, Latest Edition, Pearson Education.
5. Brand Management: The Indian Context – Moorthi YLR, Vikas Publication.
6. Brand Management – Tapan Panda; Latest Edition; Excel Publication.

Reference Books:

1. Brand Management – Harish V Verma; Latest Edition; Excel Books.
2. Managing Indian Brands – Ramesh Kumar S; Vikas Publishing.
3. Creating powerful Brands – Chernatony, Latest Edition; Elsevier Publication.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3114	Rural Marketing	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Understand the concepts and meaning of Rural Marketing.
2. enhance skills and knowledge in dealing effectively with a issues arising in rural market
3. understand the buying behaviour of rural consumer
4. know the importance of segmentation and brands in rural market.

Course Outcomes:

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

1. Interpret the concept and characteristics of Rural Marketing.
2. distinguish various consumer buying behaviour model in Rural Market
3. Interpret the segmentation and positioning in Rural Market
4. identify the distribution and Communication Strategy in Rural Market

Course Contents:

UNIT-1

Introduction: Rural Marketing: Basic Concepts; Scope and Components of Rural Markets; Classification of rural markets, Environment of Rural Market: Population, Patterns of Income, Expenditure and land use; Challenges in rural Marketing; Rural Credit Institutions, Agriculture Export Zones (AEZ)

UNIT-2

Rural Consumer Behaviour & reaching Rural Market: Consumer buying behaviour models , Factors affecting Consumer Behaviour, Characteristics and psychology of a typical rural consumer , Consumer buying process; Research approach, PRA approach

UNIT-3

STP Model & Rural Marketing Strategies: Bases of Segmentation, Evaluation & Targeting, Positioning Strategies; Levels & Classification of Rural Products; Rural Consumer Adoption Process and Product Life Cycle; Brand building: Brand Loyalty vs. Stickiness; Fake Brands and Strategy to counter fakes

UNIT-4

Distribution and Communication Strategy

Existing and Emerging Rural Distribution models, Rural Communication, Use of ICT in Rural Market Future of Rural Market. Case study of ITC E – Choupal and HUL -Shakti

Four practical cases have to be discussed at four levels.

Text Books:

1. Rural Marketing – Pradeep Kashyap; Latest Edition; Pearson Education Publication.
2. Rural Marketing – TP Gopaldaswamy; Latest Edition; Vikas Publishing House.
3. Rural Marketing – Dogra&KarminderGhuman; Latest Edition; Tata McGraw Hill publication.

Reference Books:

1. Rural Marketing – Mathur UC, Latest Edition; Excel Books Publication.
2. Rural Marketing – Sukhpal Singh, Vikas Publishing House.
3. Rural Marketing – Krishnamacharyulu CG & Lalitha Ramakrishnan, Pearson Education
4. **Fortune at the Bottom of Pyramid – Dr. C.K. Prahalad ,Wharton Publishing School**

HUMAN RESOURCE SPECIALIZATION

Course Code	Course Title	Course Type	L	T	P	C
M19MB3211	Personal Growth and Interpersonal Effectiveness	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. gain knowledge on self-awareness, personality development and life skills. enhance personal, interpersonal, and group effectiveness of the students
2. compare and critically evaluate major theories about human personality.
3. comprehend the qualities of interpersonal skills for personal and team effectiveness.
4. critically evaluate importance of the personality traits in organization.

Course Outcomes:

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

1. identify the comprehensive set of skills and knowledge for life success of self and others.
2. apply various tools to assess personality traits and/or mental abilities.
3. deliver criticism and solve conflict in a constructive manner.
4. analyze a problem, identify, formulate and use the appropriate skills for obtaining its solution.

Course Contents:

UNIT-1

Personal Growth: Personal Growth Meaning, Nature, Personal Change, career goals, financial goals, How performance is achieved, Decisions for personal growth, factors for better Performance, SWOT Analysis, Mind Management, Human relations for personal growth,, communication skills personal Appearance, personal Integrity, Time management, Knowledge Development, learning skills, social behavior, real life challenges, ,(stress management), Social roles, Organizational roles, Ego States, Johari Window

UNIT-2

Understanding Human Personality: Personality theories, Erikson's life stages, Trait theories, TYPE A and B, Emotional intelligence, Attitudes, formation of attitudes, measurement of attitudes, changing the attitudes, Belief, Values, types, formation, Social Adjustments, Habit Formation, Seven Habits of Highly Effective People, principle of effectiveness.

UNIT-3

Interpersonal Relations: interpersonal skills at work place, How to develop interpersonal skills, conflict management, FIRO-B, Transactional Analysis, Life Positions, Scripts, Games

UNIT-4

Basic Functions of Mind: Creativity and Innovation, personality traits of creative people, stages in creativity, Convergent Thinking, Divergent Thinking, Tools for convergent and divergent thinking, six thinking Hats.

Text Books:

1. Human Relations in Organizations- Robert N. Lussier, 6/e, McGraw Hill Publication
2. Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill,2003
3. Understanding OB- UdaiPareek, Oxford University Press

Reference Books:

1. Theories of Personality – Calvin S Hall, 4/e, Wiley India
2. Seven Habits of Highly Effective People- Stephen R Covey
3. Training in Interpersonal Skills – Stephen Robbins, Pearson

Course Code	Course Title	Course Type	L	T	P	C
M19MB3212	Legal Aspects and Industrial Relations	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. gain Knowledge and understanding of labour laws in India and the principles by which modern labour laws are governed.
2. apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels.
3. evaluate the theoretical aspects, problems and issues in arbitration and bargaining.
4. critically evaluate contemporary frameworks and concepts for understanding employee relations.

Course Outcomes:

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

1. identify and recognize the various labour laws.
2. demonstrate descriptive knowledge of the field of industrial relations.
3. investigate solutions to industrial relations problems based on research and assessment of current practices.
4. apply appropriate theoretical and practical methods in the practice of employee disciplinary activity.

Course Contents:

UNIT-1

Labour Legislation, Objectives of Labour legislation, Types of Labour Legislation, The Factories act 1948 – the important provisions, Health , safety and welfare related Provisions, ESI Act,1948 – essential features of the act, Important benefits under the act, Workmens Compensation Act,1923- Important Provisions, Maternity Benefit Act,1961- Essential Features of Maternity Benefit Act, Payment of Gratuity Act,1972-Essential features , Payment of Gratuity and calculation of Gratuity, Employee Provident Fund and Miscellaneous Benefits Act, 1952 –Benefits and Features.

UNIT- 2

Minimum Wage Act,1948 -Procedure for fixing and revising minimum wage, Fixing of minimum rates of wages, Bonus Act – 1965, Payment of Minimum and Maximum bonus, Time limit for payment of bonus, penalties.

Introduction to IR, Meaning, characteristics, Scope, Theories of IR, Condition for congenial IR environment, Recent Trends in IR,ILO- Its objectives, structure, function and role .Trade Union- Meaning, Types, Functions, Trade Union Movement, Impact of Globalization on Trade Union Movement, Trade Union Act ,1926-Essential Features, Registration of Trade Unions, Rights and Liabilities

UNIT-3

Industrial Employment Standing Order Act, 1946-Essential Features. Industrial Dispute- meaning, different forms of dispute, Dispute settlement machineries, Industrial Dispute Act,1947 –Authorities under the act, Procedure, Powers And Duties Of Authorities, Strikes and Lock outs, lay-off and Retrenchment, unfair labour practices.

UNIT-4

Employee Discipline –Objectives, Disciplinary Procedures, Misconduct, Show Cause Notice, Investigation and Charge Sheet, Code of Discipline. **Concept of Collective Bargaining- Types of Bargaining , Process of Bargaining, Workers Participation in Management – Importance, Forms of Participation, advantages of WPM, Sexual Harassment at Work Place and its prevention.**

Text Books:

1. Industrial Relations – Arun Monappa
2. Elements of Mercantile Law- N.D.Kapoor
3. Industrial Relations and Labour laws- B.D Singh, Excel Books

Reference Books:

1. The Future of Industrial Relations. New Delhi Sage, 1994. Niland JR
2. Industrial & Labour Laws – S P Jain
3. Bare Acts

Course Code	Course Title	Course Type	L	T	P	C
M19MB3213	Strategic Talent Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. acquaint with the fundamentals of Talent Management and Employee Branding.
2. interpret and summarize the Determinants of Performance Management System.
3. demonstrate and validate the concepts of Competency Mapping and Models.
4. identify and express the difference between Succession Planning and Career Planning.

Course Outcomes:

On the successful completion of this course, the student shall be able to:

1. Apply the concept of Talent Management and Employee Branding to the Modern day Management
2. Demonstrate the practical applications and determinants of Performance Management System.
3. Interpret and establish the factors affecting Competency Mapping of employees.
4. Administer and Record the factors affecting Succession Planning and Career Planning.

Course Contents:**UNIT -1**

Talent Management – Definition , meaning, Importance , Talent Retention , Importance of Talent Retention , Talent Retention and Embedness Theory, Talent Management Benefits, Talent Management Process , Strategies for Talent Management . Tools for Managing Talent Employer Branding – Meaning and Concept, Advantages of Employer Branding, Employee Branding and its advantages , Work –Life Balance Concept and its Importance, Strategies for Work Life Integration, Employee Engagement – Meaning and Definition ,Advantages, Ways to engage Employees.

UNIT -2

Performance Management System – A strategic Focus, Performance Management – meaning, definition, scope, process and its importance, The modern methods of Appraisal, Performance Development Plans, Performance Linked Career Planning And Promotion Policy .

UNIT -3

Understanding the Competency Approach to HRM, Competency Management–Meaning, Features of Competency methods, competency based HR systems,Approaches to Mapping, Competency mapping Procedure and steps, Steps in Competency Mapping , 5 level competency model, Methods of Data Collection for Mapping – observation, Survey, Expert Panel, Critical Incident Technique, ,Behavioral Event Interview, Repertory Grid etc., Methods of Data Recording and Analyzing, Validating the Competency Model.

UNIT- 4

Succession Planning- Meaning and Significance, Succession Planning Process, Succession Planning Model, Career Planning, Career Stages, Creating Growth Opportunities, Mentoring, Leadership and its impact in Business .

Text Books:

1. Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010.
2. Performance Management - Herman Aguinis, Pearson Education, 2007
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, TataMcGraw Hill
4. Appraising & Developing Managerial Performance- Rao T. V, Excel

Reference Books:

1. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
2. A Handbook of Competency Mapping – SeemaSangi, Response Books, 2004
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3214	Leadership and Planning	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. interpret and summarize the Determinants and Theories of Leadership.
2. acquaint and demonstrate the concepts of Organization and Strategic Leadership.
3. illustrate and paraphrase the concept of Leader – Follower relation.
4. judge and exhibit the fundamentals of Human Resource Information System and Human Resource Accounting.

Course Outcomes:

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

1. Develop the prospects and understand implications of Leadership styles for sound Management.
2. Demonstrate the practical applications of Organization and Strategic Leadership.
3. Interpret and establish the factors affecting Leader – Follower relation.
4. Administer and Record the factors affecting Human Resource Information System and Human Resource Accounting.

Course Contents:

UNIT-I

Introduction to Leadership: Importance of Leadership, Roles of a Leader, Traits of leader, Leadership attitudes, Styles of leadership, Personal characteristics that support effective leadership. Leader and values. The significance of self-knowledge for the role of leader (identity and integrity of leader). Emotions and self-management, emotional intelligence and its significance in the role of leader. Handling emotions and stress. Personal risk of leader: personal traits endangering effective leadership.

UNIT-2

Effective Leadership Communication: Principles of effective communication: authenticity, clarity, credibility, and empathy, Persuasion including body language, posture, facial expressions, gestures, Effective feedback (vs. criticism), Communication in various settings (face to face, team, audience), Entries into the personal development plan: insights and action plan for improving communication skills. **Competency and behaviour approach to leadership:** Model of four competencies for leadership. The contingency theory of leadership; situational leadership I and II. Transactional and transformational leadership. Models of well-balanced and authentic leadership.

UNIT-3

Leader-follower relations: Followers, Evolution of Dyadic theory, Leader-member exchange theory, Fellowship, Delegation, Coaching and Managing Conflict, Leadership of workgroups and teams, Indian cases on leadership.

UNIT-4

Human Resource Planning and Leadership: Macro and Micro Level Manpower Planning – Significance – Process – Factors Influencing. Systems Approach to Human Resource Planning – Manpower Inventorying – Methods – Manpower Forecasting – Models and Techniques.

Strategic planning for leadership - Creating a vision, Analyse the strengths and weaknesses of an organization, Organisational Design, The basics of a planning process

Text books Books:

1. Effective Leadership – Lussier/Achus, Tjird edition, Thomson South western, 2007
2. Leadership – Enhancing the lessons of experience, Hughes, Ginnet, curphy, Fifth edition, Tata McGraw Hill, 2006
3. Business Ethics and Corporate Governance-GhoshB.N,Tata McGraw-Hill,2012.

Reference Books:

1. Leadership in Organizations, Gary Yukl, PerasonEducation , 6th Edition.
2. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
3. Bass, Bernard. M., The Bass Handbook of Leadership, Theory, Research & Managerial Applications, 4thedition, New York, 2008
4. DUBRIN, A J Principles of leadership South-Western/CengageLearning 2013

FINANCE SPECIALIZATION

Course Code	Course Title	Course Type	L	T	P	C
M19MB3311	Mergers Acquisition and Corporate Restructuring	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. acquaint with various aspects of mergers & acquisitions and application of various strategies used in taking mergers & acquisitions decisions.
2. familiarize with Planning, formulation and execution of various corporate restructuring strategies and application of takeover defenses in case of anti-takeovers.
3. equip with different valuation models for valuation of a firm and methods of financing mergers & acquisitions.
4. explain the winding up process and procedure of a firm and factors to be considered in post merger reorganization.

Course Outcomes:

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

1. Examine the various strategies used in taking mergers & acquisitions decisions and the process followed in mergers & acquisitions.
2. Plan, formulate and execute various corporate restructuring strategies for mergers & acquisitions and apply suitable takeover defenses in case of anti-takeovers.
3. Calculate value of the firm using different valuation approaches and financing & accounting of mergers, amalgamations & acquisitions.
4. Wound up the firm under different methods by following proper winding up process and procedure and post-merger re organization of the merged firm.

Course Contents:

UNIT-1

Introduction to Mergers and Corporate Restructuring, Mergers- in the nature of acquisitions and amalgamations, types of merger, motives behind mergers, theories of mergers M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, SWOT analysis, BCG matrix, Porter's Five forces model Merger Process: M&A process, Five-stage model, due diligence

UNIT-2

Corporate restructuring and take over: Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario. Strategies - Planning, formulation and execution of various corporate restructuring strategies - mergers, acquisitions, takeovers, MLPs,

ESOP, disinvestments and strategic alliances, Demerger and reverse merger Takeovers, types, hostile takeover approaches, Takeover defenses, financial defensive measures, Coercive offers and defense, anti-takeover amendments.

UNIT-3

Valuation: valuation approaches, discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO, Methods of financing mergers, cash offer, and share exchange ratio – mergers as a capital budgeting decision, Accounting for amalgamation: pooling of interest method, purchase method

UNIT-4

Post merger re organization and Winding up: Post Merger Re-organization-Factors in post merger reorganization, integration of businesses and Operations, financial accounting, taxation, post merger valuation, human and cultural aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency. Winding up: Concept; modes of winding up; administrative machinery for winding up. Winding up process and procedure.

Text Books:

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
2. Mergers acquisitions and Business valuation – Ravindhar Vadapalli Excel books, 1/e 2007
3. Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons

Reference Books:

1. SudiSudarsanam – Value Creation From Mergers And Acquisitions –Pearson Education, 1/e, 2003
2. Valuation for mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
3. Weston, Mitchel And Mulherin - Takeovers, Restructuring and Corporate Governance – Pearson Education, 4/e, 2003.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3312	Financial Markets and Services	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Understand the significance and functions of financial markets.
2. Understand the issue management process of funds raising.
3. Understand the venture capital mechanism.
4. Understand the credit rating agencies procedure & the depository process.

Course Outcomes:

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

1. Understand the concept of financial markets and its role in economic development.
2. Identify the different types of issue management institutions and their functions.
3. Analysis the nature of venture capital management.
4. Enumerate the functions of credit rating agencies & depository system.

Course Contents:

UNIT-1

Financial Markets Meaning - Introduction to Capital Market: Participants, functions, Instruments, importance;, Money Market: Participants, functions, Instruments, importance;, Forex Market: Participants, functions, Instruments, importance;, Derivatives Market: Participants, functions, Instruments, importance;, Commodities market, Participants, functions, Instruments, importance;

UNIT-2

Issue Management – Merchant Banker, different functions of Merchant Banker, SEBI Guidelines for Merchant Bankers. Housing finance-Institutions and banks offering housing finance, procedure of loan. Leasing and Hire purchase; Difference and types; problems; reverse mortgage,

UNIT-3

Bills Discounting, Factoring and Forfeiting; differences, types, advantages; latest trends in factoring and forfeiting; Securitization of Debt; Process of Securitization, benefits and issues; Special Purpose Vehicle; Venture Capital: Concept, features, Origin in India and the current Indian scenario. Introduction to Angel Financing.

UNIT-4

Credit Rating – Process, Advantages, Credit Rating Methodology, Rating Agencies, Symbols, Depository System: Objectives, activities, interacting systems, Role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants

Text Books:

1. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
2. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.

Reference Books:

1. Banking Theory and Practice – Shekar & Shekar, Vikas, 20/e, 2011.
2. Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
3. Indian Financial System – Machiraju, 4/e, Vikas, 2010.
4. Financial Services, Shanmugam, Wiley India, 2011

Course Code	Course Title	Course Type	L	T	P	C
M19MB3313	Investment Analysis and Portfolio Management	SC	2	1	0	3

Course Objective:

The objective of this course is to enable students to:

1. understand the concept and to gain knowledge regarding Investments, Securities, Market which includes Primary Secondary and Stock exchange along with products which are used.
2. understand the concept and to gain knowledge regarding Risks & Returns on Securities Market.
3. understand the concept and to gain knowledge on Fundamental and Technical Analysis on Various Theories.
4. understand the concept and to gain knowledge on Modern Portfolio theories.

Course Outcomes:

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

1. demonstrate the tools and techniques of the various products which are used in the investments as well markets.
2. learn and implement the tools and techniques of the risks and return involved in the market mainly on the CAPM model.
3. learn and implement the tools and techniques on Company Stocks, Currency, Theories & Hypothesis.
4. learn and implement the tools and techniques which are involved in Portfolio Management along with Performance evaluation of Portfolios

Course Contents:

UNIT-1

Meaning of Investments and Securities, Investment attributes, Factors to be considered before investments, Investment alternatives, Investment Process, Securities Market, Primary Market and Secondary Market, Relationship between primary and secondary market, Functions of Stock Exchange, Differences between primary and secondary market, Trading and Settlement Procedure, BSE and NSE, Recent changes in the stock exchange, Mutual funds, Types, Functions.

UNIT-2

Risk and Return Concepts: Concept of Risk, Types of Risks, Calculation of return, expected return, Measurement of systematic and unsystematic risk. Concept of Portfolio and diversification. Calculation of portfolio expected return & risk. (Theory & Problems)

UNIT-3

Fundamental Analysis: Concept. Economic, Industry and Company Analysis, Forecasting Techniques. Concept of intrinsic value. Technical Analysis: Dow Theory, Charting techniques, Japanese Candlesticks, Efficient Market Hypothesis, Mathematical indicators, Elliot wave theory. Trend and trend reversal patterns (Theory & Problems)

UNIT-4

Portfolio Analysis: Modern Portfolio Theory, Dominant and efficient portfolio, single index and Markowitz Diversification Model. CAPM- Concept, Assumptions, CML, SML. APT- Concept, Assumptions. Portfolio Performance Evaluation: Sharpe, Treynor and Jensens' measure, Portfolio Revision.(Theory & Problems)

Practical Components:

1. Group project on economy analysis, industry analysis, company analysis
2. Group project on technical analysis

Text Book

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Security Analysis and Portfolio Management- S Kevin, , 2/e, PHI, 2016.

Reference Books:

1. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
2. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
3. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2013.
4. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3314	Derivatives and Risk Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the concept and to gain knowledge on Risk.
2. understand the concept and to gain knowledge on Futures Forwards and Hedge.
3. understand the concept and to gain knowledge on Options.

Course Outcomes:

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

1. Learn and Gain Knowledge on Risk and how to control and Evaluate Risk.

2. Learn and implement the tools and techniques which are involved in Futures Forwards and Hedges.
3. Learn and implement the tools and techniques which are involved in options.

Course Contents:

UNIT-1

Over view of Risk, Insurance and Risk Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation, Risk assessment & Management and Risk control.

UNIT-2

Risk Management using futures and forwards: Valuation of futures, valuation of forward contracts and differences between futures and forwards. Mechanics of buying & selling futures, Margins, Hedging using futures, specification of futures, Commodity futures, Index futures interest rate futures and arbitrage opportunities.

UNIT-3

Risk Management using Options: Types of options, option pricing, factors affecting option pricing, call and put options on dividend and non-dividend paying stocks, put-call parity mechanics of options, stock options, options on stock index, options on futures and interest rate options. Concept of exotict option, Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

UNIT-4

Derivatives: Types of derivatives, Commodity derivatives, commodity futures market, exchanges for commodity futures in India, Forward markets, commissions and regulations, commodities traded, trading and settlements and physical delivery of commodities. Value at Risk (VAR): Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.

Text Books:

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH.
3. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008.
4. Financial Derivatives –Kumar S. S. S, PHI, 2007.

Reference Books:

1. Risk Management and Insurance, Treishumann, James S., 12/e, Cengage Learning.
2. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
3. Risk Management – Koteswar, HPH.

BANKING & INSURANCE SPECIALIZATION

Course Code	Course Title	Course Type	L	T	P	C
M19MB3411	Credit Management	SC	2	1	0	3

Course Objective:

The objective of this course is to enable students to:

1. understand the concepts of securities, borrowers and MPBP along with various projection methods
2. understand various documents and documentation process related to credit management
3. have knowledge about financing sources for trade and services and priority sector
4. understand the concepts of Stressed Assets Management, Different recovery methods and prudential guidelines on restructuring of advances by banks

Course Outcomes:

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

1. Explain different types of securities, borrowers and projection methods
2. Elaborate about the documentation process related to credit management
3. Discuss various sources of financing for trade and services and priority sector
4. Compare various recovery methods

Course Content:

UNIT-1

Principles of lending, Forms of advances, Deregulation of interest rates, concept of BPLR, Base rate, Different types of security, Different types of borrowers – individual, proprietary, partnership, companies, Trusts, Company advances - Advances to large industries – general principles, exposure norms, credit reporting system, credit delivery system,

multiple/consortium/syndication mode; Concept of MPBF (Tandon, Chore, Nayak Committee), 1997 Kannan Committee, Financial Follow up Reports, Projected Balance Sheet Method- Operating Cycle, Projected level of operations, Profitability, Inventory and receivable norms, Credit Delivery System (Jilani Committee, Projected Turn-over method, Flexible approach to Current Ratio, CMA.

UNIT-2

Cash Budget Method. Documentation – Charge creation, search, filing, modification, satisfaction, floating/fixed, Paripassu. Bridge Finance, LC and Bank Guarantees - financial, performance, deferred payment, RBI guidelines, Letter of Comfort. Credit Risk Assessment - borrower/facility rating; internal/external; hurdle/default rate; risk assessment for new borrowers.

UNIT-3

Term Loan, Project Finance, infrastructure lending. Financing of Trade and Services sector, Fair Practices Code for Lenders, Definition of Priority Sector - Latest guidelines of RBI for Priority, Mandated targets prescribed by RBI and our position & Investment in RIDF, Scheme of RIDF.

UNIT-4

Stressed Assets Management - Quick mortality accounts, Special Mention Accounts (SAM), Monitoring of Standard assets, Review of SAM, Sub-standard, Doubtful and Loss assets; Different Recovery Methods - compromise settlements, One-Time Settlements (OTS), Through Lok Adalats,. IRAC Norms - Income Recognition and Identification of NPAs; P R Khanna Committee on asset classification - RBI guidelines on Renewal/Review of limits; Technical NPAs, Prudential guidelines on Restructuring of Advances by banks – norms, agricultural advances, Asset Classification, Provisioning for Assets . Interest not collected account, Advances under collection account, Partial write-off, and unsecured exposures.

Practical Components:

1. Study Forms of advances provided by a Bank and submit the report on the same.
2. Study borrower/facility rating by internal/external in bank and submit the report on the same.
3. Study the Debt Recovery Methods of a Bank and submit the report on the same.
4. Study the Term Loan & Project Finance of a Bank and submit the report on the same.

Text Books:

1. W. Koch Scott, Timothy. “Bank Management” Thomson Learning, New Delhi.
2. Shekar and Shekar “Banking Theory and Practice” Vikas Publishing House, New Delhi.
3. All about UCP 600; R.N Bose, Macmillan Publishers

Reference Books:

1. Vishwanathan R. “Industrial Finance” Macmillan, New Delhi.
2. IIBF, “Risk Management” Macmillan, New Delhi.
3. Prasad K, Nirmala and Chandradas. “Banking and Financial System” Himalaya Publishing House, Mumbai.
4. Co-operative banking operations; IIBF; Macmillan Publishing House

Course Code	Course Title	Course Type	L	T	P	C
M19MB3412	Bank Management and Retail Banking Operations	SC	2	1	0	3

Course Objective:

The objective of this course is to enable students to:

1. Understand the concepts of Banking system
2. Possess knowledge of pricing of banks products and Bank credit policy and management
3. understand about Retail banking and Indian banking sector
4. understand various concepts of payment systems, other financial services and KYC

Course Outcomes:

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

1. Elaborate the concept of banking system
2. Discuss the concept of retail banking and Bank credit policy
3. Explain about sources of financing
4. Compare various methods of payments and KYC

Course Content:

UNIT-1

Fundamentals of Banking Business - Principles of Banking, Role of Banks, Intermediation, Payment System Constituent, Financial Services. Structure of Banking Business - Banking System, Classification of Banks, Organisation and Structure. Planning and Management - Operational Efficiency and Productivity Planning, Business Planning and Targeting, Assessment of Business Potential, Service Requirement and Manpower Planning, Management of Operation Costs, Centralised Operations, Transfer Pricing, Reporting to RBI

UNIT-2

Pricing of Bank's Products - Managing Deposit Services, Pricing Deposit-related Services, Pricing Business Loans, and Pricing Consumer Loans. Marketing of Bank Services - Applicability of Marketing Mix ("Ps") in Banks. Private vs. Public Sector Banks, Relationship Marketing, Distribution Channels. Bank's credit policy and Management - Need for Credit Policy, Credit Process, RBI's Credit Policy, Characteristics of Loan Products.

UNIT-3

Introduction to Retail Banking - Characteristics of a commercial bank, International banking, Wholesale banking, Retail banking in India, Reasons for retail growth – An analysis, Advantage of retail banking, The path ahead in India, The barriers to the development of Indian banking sector. Retail Banking Liability Products - Types, Method of opening deposit accounts, Rules Regarding Deposits. Retail Banking-Asset Products, Principles of lending Loans, Cash credit, Purchase of/discounting bills, Letter of Credit and Guarantees and indemnity, Guarantee-Non fund credit, Credit card.

UNIT-4

Payment Systems - Remittance Products, Traditional instruments, Internet banking, and Automated Teller Machine (ATM) debit card, Credit card, Electronic Clearing Service (ECS), Electronic Funds Transfer (EFT), Smart card, Mobile banking, Cheque truncation. Other Financial Services - Sale of Gold Coins, Locker, Safe Custody, Collection of Cheques, Discounting of cheques, Collection of Trade Bills, Third Party products, Mutual fund, Insurance. Customers of Retail Banking. KYC [Know Your Customer], AML [Anti Money Laundering], Need for KYC and AML, Applicability of KYC

Practical Components:

1. Study Operational Efficiency and Productivity Planning of a Bank and submit the report on the same.
2. Study the Business Planning and Target setting of a bank and submit the report on the same.
3. Study the Marketing Mix (“Ps”) adopted by Banks and submits the report.
4. Study the Pricing of Bank’s Products in any bank and submits the report on the same.
5. Study the Strategies to Manage Non-interest Expenses of a Bank and submit the report on the same.
6. Study Retail Banking Liability Products and Retail Banking-Asset Products of a Bank and submit the report on the same.
7. Study the strategies followed by a bank in Marketing of Retail Banking Products and submit the report on the same.
8. Study the principles of lending followed by a bank.
9. Study New Channels of Banking Operations and submit a report.

Text Books:

1. Koch W, Timothy, & S. Scott. —Bank Management, Thomson, New Delhi
2. IIBF. —Principles of Banking| Macmillan, New Delhi.
3. Gupta, P K —Fundamentals of Insurance. Himalaya Publishing House, Mumbai.
4. Black, Kenneth and Horord D Shipper. —Life & Health Insurance Pearson Education, New Delhi.
5. Ganguly, Anand. —Insurance Mangement, New Age International, New Delhi.

Reference Books:

1. Mithani and Gordon. —Banking and Financial Systems, Himalaya Publishing House, Mumbai.
2. Sunderaram and Varshney. —Banking Theory, Law and practice, Sultan Chand & Sons, New Delhi.

3. Prasad K, Nirmala, J Chandradas. —Banking and Financial System, Himalaya Publishing House, Mumbai.
4. Jha, S M. —Service Marketing, Himalaya Publishing House, New Delhi.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3413	Fundamentals of Actuarial Science	SC	2	1	0	3

Course objective:

The objective of this course is to enable students to:

1. Learn statistical models to describe methods for determining both premiums and effective re-insurance arrangements
2. study model for insurance payable at the time of death and analytical laws of mortality.
3. offer theoretical framework within which all derivatives can be analyzed and valued.
4. study the theoretical framework and apply the same for European options model.

Course Outcomes:

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

1. Understand the basic terms of insurance and apply the statistical model for determining premium amount.
2. learn the analytical laws of mortality and apply the model for computation of insurance amount for mortality.
3. understand the basic framework of derivatives and trading strategies using derivatives.
4. learn the theoretical framework of stochastic model and apply the same for European option model.

Course Content:

UNIT-1

Introductory Statistics and Insurance Applications: Introduction -Discrete Probability Distributions - Continuous Probability Distributions - Mixed Distributions - Insurance Applications - Sum Of Random Variables Principles of Premium Calculation Introduction - Properties of premium principles - Examples of premium principal -Individual Risk Model- Models For Individual Claims - The Sum Of Independent Claims - Approximations

UNIT-2

Survival Distribution and Life Tables: Uncertainty Of Age At Death- Survival Function, Time – Until - Death for a Person - Curtate Future Lifetime - Force Of Mortality - Life Tables, Examples - Deterministic Survivorship Group - Life Table Characteristics -Assumptions For Fractional Age- Some Analytical laws Of Mortality, Life Insurance & Annuities

Introduction - Models For Insurance Payable At The Moment Of Death, Insurance Payable At The End Of The Year Of Death And Their Relationships - Introduction to life annuities -Continuous Life annuities - Discrete Life annuities - Life annuities with periodic payments

UNIT-3

Introduction to Derivatives: Forward Contracts -.Spot Price, Forward Price, Future Price- -Call and Put Options 3.14 Zero - Coupon Bonds and Discount Bonds, Pricing Derivatives

Arbitrage Relations and Perfect Financial Markets -Pricing Futures - Put -Call Parity for European Options -Relationship between Strike Price and Option Price

Tools Needed for Option Pricing -.Wiener Process -.Stochastic Integration -Stochastic - Differential Equations

UNIT 4

Stochastic Models in Finance:Discrete Time Process: Binomial model with period One - Continuous Time Process: Geometric Brownian Motion - Ito's Lemma - Black - Scholes Differential Equation - Black -Scholes Formula for European Options - Hedging Portfolios: Delta, Gamma and Theta Hedging Binomial Model for European Options Cox -Ross- Rubinstein Approach to Option Pricing - Discrete divide

Text Books:

1. Statistics of Financial Markets: An Introduction, 3Rd Edition, Springer. pp 43 – 50
2. Discrete Stochastic Processes •Franke, J., Hardle, W.K. and Hafner ,C.M. (2011):
3. Introductory Statistics and Insurance Applications • Dickson, C.M.D. (2005)
4. Insurance Risk and Ruin (International Series on Actuarial Science), Cambridge University Press
5. Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A. and Nesbitt, C. J. (1997)
6. Life Insurance • Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A and Nesbitt, C. J. (1997)

Course Code	Course Title	Course Type	L	T	P	C
M19MB3414	Banking Laws and Practices	SC	2	1	0	3

Course Objective:

The objective of this course is to enable students to:

1. Possess in-depth knowledge of Banking regulation act.
2. study Transfer of Property Act.
3. study the provision of SARFESAI Act
4. acquire the knowledge of Consumer Protection Act.

Course Outcomes:

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

1. Understand the basic structure of banking sector and the provisions of Banking regulation Act.
2. Understand the transfer of property act and the provisions of FEMA.
3. Explain the provisions of SARFESAI Act
4. Understand the provisions of consumer protection act and apply the provisions of grievance and redressal.

Course Content:

UNIT-1

Legal framework regulation of banks - Constitution of Banks, RBI Act 1934, Banking Regulation Act 1949, Negotiable Instruments Act- Negotiable Instruments, Characteristics, Types, Parties to a Negotiable Instrument, Negotiation, Presentment, Dishonor, Discharge of a Negotiable Instrument, Payment and Collection of Cheques. Contract of Indemnity and Guarantee - Indemnity Applicability to Banks, Rights of Parties in an Indemnity, Meaning of Guarantee , Guarantee applicability to Banks, Rights of Parties in a Guarantee. Contract of Bailment and pledge - Classification of Bailment, Duties and Rights Bailor and Bailee, Meaning of Pledge, Rights and duties of Pawn or and Pawnee.

UNIT-2

Transfer of Property Act -Transfer of Immovable Property, Sale of Immovable Property, Mortgages and Charges, Rights and Liabilities of Parties, Lease and Exchange of Property, Gifts and Actionable Claims. Foreign Exchange Management Act - Authorised Persons to Deal in Foreign Exchange, Authorities under FEMA, Adjudicating Authorities and their Jurisdiction, Directorate of Enforcement. Banker's right of lien, setoff and appropriation - Banker's Right of Lien, Particular Lien and General Lien, Set-off and Appropriation, Rule in Clayton's case.

UNIT-3

SARFESAI Act - Definitions and Scope of the Act, Regulations, Enforcement of Security, Offences and Penalties, Miscellaneous Provisions. Recovery of Debts Due to Banks and Financial Institutions Act, 1993 (DRT Act) - Definitions, Establishment and Powers of Tribunal, Composition of Tribunal, Procedure of Tribunal, Recovery of Debt Determined by Tribunal. Banker's Book of Evidence Act- Applicability and Definitions, Conditions in the Printout, Inspection of Books

UNIT-4

Consumer Protection Act - Definitions, Consumer Protection Councils, Consumer Disputes Redressal Agencies. Banking Ombudsman Scheme - Purpose and Extent, Establishment and Powers, Procedure for Redressal of Grievance, Arbitration and Conciliation Procedure. Banking Codes and Standard Board of India - Definitions, Formation of Banking Codes and Standards Board of India, Powers of the Board, Banking Codes and Rules MSE Code; Breach and Sanctions, Grievance Redressal. Laws relating to Cooperative Banks - Meaning, Cooperative principles, Regulation of Co-operative Banks, Laws Relating to Co-operative Banks.

Practical Components:

1. Study Banking Regulation Act 1949 and submit a report on how the act regulates the bank operations.
2. Study the Guarantee applicability to Banks in any bank and submit the report.
3. Study the Mortgages and Charges procedure followed by a bank and submits the report on the same.
4. Study the Recovery of Debts Due to Banks in a bank and submit the report.

Text Books:

1. Banking law and practice in India by M.L. Tannan
2. Banking theory, law and practice by P.N. Varshney
3. IIBF. "Principles of Banking" Macmillan, New Delhi.
4. IIBF, "Legal Aspects of Banking Operations" Macmillan, New Delhi.

Reference Books:

1. Srivastava P. K. "Banking Theory & Practice" Himalaya publishing House, Mumbai.
2. Natarajan and Gorden. "Banking Theory Law and Practice"

OPERATIONS MANAGEMENT SPECIALIZATION

Course Code	Course Title	Course Type	L	T	P	C
M19MB3511	BPR & Enterprise Resource Planning	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand ERP system and BPR its role in manufacturing related activities
2. know gain knowledge about manufacturing activities integration
3. understand ERP implementations in Business
4. understand BPR and its process

Course Outcomes:

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

1. know ERP and its importance in Manufacturing
2. understand how Enterprise Resource Planning (ERP) and BPR works supply chains from supplier to customer
3. understand Required ERP implementation activities
4. get over all information about BPR and IT roles in it

Course Content:

UNIT-1

Introduction to ERP: Enterprise – An Overview Integrated Management Information, Business Modeling, Integrated Data Model Business Processing Reengineering(BPR), Data Warehousing, Data Mining, On-line Analytical Processing(OLAP), Supply Chain Management (SCM), Customer Relationship Management(CRM), MIS - Management Information System, DSS - Decision Support System, EIS - Executive Information System.

UNIT-2

Benefits of ERP: Reduction of Lead-Time, On-time Shipment, Reduction in Cycle Time, Improved Resource Utilization, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design-making Capability

UNIT-3

ERP Implementation Lifecycle: Pre-evaluation Screening, Package Evaluation, Project Planning Phase, Gap Analysis, Reengineering, Configuration, Implementation Team Training, Testing, Going Live, End-user Training, Post-implementation (Maintenance mode)

UNIT-4

BPR: Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. Major issues in process redesign: Business vision and process objectives, Processes

to be redesigned, Measuring existing processes, Role of information technology (IT) and identifying IT levers. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

Text Books:

1. Pankaj Sharma. Enterprise Resource Planning. Aph Publishing Corporation, New Delhi, 2004.
2. Hanson, J.J. "Successful ERP Implementations Go Far Beyond Software." San Diego Business Journal (5 July 2004).
3. Olinger, Charles. "The Issues behind ERP Acceptance and Implementation." APICS: The Performance Advantage
4. Millman, Gregory J. "What Did You Get from ERP and What Can You Get?" Financial Executive (May 2004).

Course Code	Course Title	Course Type	L	T	P	C
M19MB3512	Supply Chain Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. gain knowledge about SCM and its facilities.
2. understand SCM network construction
3. know the analysis in various facilities of SCM
4. gain knowledge about importance of logistics and various factors involved in it

Course Outcomes:

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

1. apply metrics in supply chains
2. define the principles of scheduling, planning and network construction in supply chain management
3. analysis various facilities of supply chains
4. identify the required logistics system

Course Contents:

UNIT-1

Introduction to Supply Chain Management

Supply chain - objectives - importance - decision phases - process view -competitive and supply chain strategies - achieving strategic fit – supply chain drivers - obstacles – framework - facilities -inventory-transportation-information-sourcing-pricing.

UNIT-2

Designing the distribution network

Role of distribution - factors influencing distribution - design options - e-business and its impact – distribution networks in practice –network design in the supply chain - role of network -factors affecting

the network design decisions modeling for supply chain. Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs tailored transportation.

UNIT-3

Supply Chain Analysis.

Sourcing - In-house or Outsource - 3rd and 4th PLs - supplier scoring and assessment, selection - design collaboration - procurement process -sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

UNIT-4

Dimensions of Logistics

A macro and micro dimension - logistics interfaces with other areas - approach to analyzing logistics systems - logistics and systems analysis - techniques of logistics system analysis - factors affecting the cost and importance of logistics. Demand Management and Customer Service Outbound to customer logistics systems - Demand Management –Traditional Forecasting - CPFRP - customer service - expected cost of stock outs - channels of distribution.

Text Books:

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
2. Supply Chain Management by Janat Shah Pearson Publication 2008.
3. A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, Cengage Learning, 1/e
4. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Second Edition, 2008.
5. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Cengage Learning, 1/e
6. David Simchi-Levi et al, Designing and Managing the Supply Chain – Concepts

Course Code	Course Title	Course Type	L	T	P	C
M19MB3513	Production & Operations Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. know the break-even analysis in production
2. understand forecasting techniques and its application in manufacturing
3. gain knowledge about facilities, locations and lay outs
4. know the work study in production and operations related activities

Course Outcomes:

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

1. apply break even analysis in manufacturing activities
2. use required forecasting techniques
3. decide locations and lay outs
4. study the work related activities

Course Contents:

UNIT-1

Introduction and Break even analysis: Break even analysis - Break even analysis in terms of physical UNITS, sales value, and percentage of full capacity. Break even for Multi Product situations, Capacity expansion decisions, Product add or drop decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break even analysis, Limitations of Breakeven analysis.

UNIT-2

Forecasting: Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models - Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors, Monitoring and Controlling forecasting models.

UNIT-3

Facility Planning: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts - product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

UNIT-4

Employee Productivity: Productivity and work study Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors. Method Study Introduction to Method Study: Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study, Work Measurement Introduction to Work Measurement: Work sampling study, Time study and setting standards.

Text Books:

1. Operations Management Theory and Practice, B. Mahadevan, Pearson education, Second Edition 2007
2. Operations Management, William J. Stevenson 8th 2005 edition.
3. Operations Management, Richard B Chase 11th edition TMH.
4. Production and Operations Management: Prof. K. Ashwathappa, K Sridhar Bhat, Himalaya Publications.
5. Production and Operations Management, Text and cases: Upendrakachru, First edition excel Books.
6. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western

Course Code	Course Title	Course Type	L	T	P	C
M19MB3514	Materials Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand materials management
2. gain knowledge about vendor management and purchasing materials
3. know cost control techniques in manufacturing
4. understand inventory management in POM

Course Outcomes:

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

1. do materials planning for production and operations
2. manage vendors selection and purchasing
3. implement cost controlling activities
4. optimally manage inventories based on the products

Course Contents:

UNIT-1

Material planning: introduction to material management and productivity, functions of material management, organization structures in material management, role of material management techniques in improved material productivity, objectives, material requirement planning, manufacturing resource planning, JIT production planning, strategic material planning, material control: acceptance, sampling,

inspection, make or buy decision, simple cost analysis, economic analysis, break even analysis, break-even point theory, whether to add or drop a product line store management and warehousing, product explosion.

UNIT-2

Purchasing: importance of good purchasing system, organization of purchasing functions, purchase policy and procedures, responsibility and limitations, purchasing decisions, purchasing role in new product development, role of purchasing in cost reduction, negotiations and purchase, purchasing research: identification of right sources of supply, vendor rating, standardization, vendor certification plans, vendor and supply reliability, developing new source of supply.

UNIT-3

Cost reduction: cost control v/s cost reduction, price analysis, material cost reduction techniques, variety reduction, cost reduction and value improvement, techniques of cost control, standard costing, cost effectiveness, cost analysis for material management, material flow cost control.

UNIT-4

Inventory management: Inventory v/s stores, types of inventory, inventory control, inventory build –up, EOQ, various inventory models, inventory models with quantity discount, exchange curve concept, coverage analysis, optimal stocking and issuing policies, inventory management of perishable commodities, ABC – VED analysis, design of inventory distribution systems, surplus management, information system for inventory management, case studies.

Text Books:

1. Material management:-W.R.StelzerJr.(PHI)
2. Material management:-D.S.Ammer&RichardErwinInc.
3. Material management:-A.K.Dutta(PHI)
4. Material management- An integrated approach :- P. Gopal;akrishnan,& M. Sundersen(PHI)

INTERNATIONAL BUSINESS SPECIALIZATION

Course Code	Course Title	Course Type	L	T	P	C
M19MB3611	Global Business Environment	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand about various factors that influence the functioning of business in the global context.
2. equip with the knowledge about international business, modes of internationalization and regional integration.

3. develop a deep understanding in the student about Foreign exchange markets and FEMA.
4. Learn about the foreign exchange risk , transaction and international economic exposure and recent developments in International business.

Course Outcomes:

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

1. Discuss and operate confidently in International business environment.
2. Develop deep understanding about Regional Economic Co-operation and Integration between Countries.
3. Demonstrate the awareness and skills to operate in foreign exchange markets within the regulations of FEMA.
4. Analyze and apply the understanding of international transaction exposure , foreign exchange risk management and recent developments in International Business.

Course Content:

Unit:-1

International Business-- Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO

Unit: II

Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR. Multinational Corporations: Conceptual Frame work of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition.

Unit: III

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; LERMS,; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures.

Unit: IV

Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers.- Foreign Direct Investment (FDI), Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication. Recent Developments in International Business: Ecological issues; Social aspects

Reference Books:

1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
2. Black and Sundaram: International Business Environment, PHI New Delhi.
3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi.
4. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler
5. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi
6. Letiche, John M: International Economics Policies and Theoretical Foundations, Academic Press, New York.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3612	International Banking	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Acquaint with a sound grasp of the practices of modern international banking.
2. Possess in-depth knowledge of global trends and development in International financial centres and their operations.
3. analyze and apply the knowledge of asset liability management in international banking context.
4. equip with the knowledge of international financial institutions and their role in international banking system.

Course Outcomes:

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

1. Discuss and operate confidently in International banking environment.
2. Develop deep understanding about global trends and development in International financial centres and their operations.
3. Demonstrate the awareness and of asset liability management in international banking context.
4. Analyze and apply the understanding of international financial institutions and their role in international banking system.

Course Content:**Unit:-1**

Global trends and development in international banking – Outline of international banking and finance. Wholesale banking – Retail banking – Private banking – Interbank business – Regulatory framework – BASEL-II.

Unit: II

International financial centers – Offshore banking units – Special Economic Zones – Foreign exchange management control – International loan agreements – International debt management.

Unit: III

Asset liability management – Profitability of international banking operations – Investment banking – Correspondent banking – Bank Regulation: Regulation and prudential supervision of banks in the UK and EU. International regulatory and supervisory convergence. Regulating the multifunctional bank.

Unit:IV

International financial institutions – IMF, IBRD, BIS, IFC, ADB, WTO – international competitiveness – implications and effectiveness and country risk. Treasury and risk management – bank risk management – letters of credit mechanism – buyers and sellers credit – bilateral and counter trade.

Reference Books:

1. Fundamentals of International Banking Rupnarayan Bose Macmillan India Ltd. 2007.
2. International Finance – G. Shailaja, University Press, 2008.
3. Apte-P.g-International Financial Management Tat McGraw Hill, 2005.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3613	Overseas Buyer Behaviour	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. familiarize with behavior of consumer in Indian as well as global context.
2. sharpen the skills for developing marketing strategies based on insights from consumer behavior in global context.
3. understand and apply the concept of “cross-cultural” differences among the consumers of different societies /nations can be helpful in targeting and penetrating markets.
4. equip with deep knowledge and skills to understand the organizational buying behavior based on global culture, values and consumer behavior and make effective decisions.

Course Outcomes:

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

1. Demonstrate a deep understanding and applications of the process of consumer decision making and consumer motivational approach.
2. Discuss confidently about learning, consumer involvement and perception in global context.
3. Understand the dynamics of consumer reference groups and influence of global consumer psychographics and lifestyles on consumer behavior in global context.
4. Illustrate the knowledge and skills to understand the organizational buying behavior based on global culture, values and consumer behavior and make effective decisions.

Course Content:**Unit:-1**

Consumer Decision Making- Understanding How Consumer takes Decision?; Levels of Consumer Decision Making; A Model of Consumer Decision Making. **Consumer Motivation-** Concept of Motivation: Maslow's Hierarchy of Human Needs; Role of Motives in Guiding Behavior; Motivational Research.

Unit:-II

Learning and Consumer Involvement- Concept of Learning; Learning Theories. Brand Equity & Loyalty. Consumer Involvement. _ **Consumer Perception & Attitude-** Concept and Perception. Dynamics of Perception. Consumer Imagery. The nature of Consumer Attitudes. Attitudes Formation. Changing Consumer Attitudes.

Unit:-III

Consumer Reference Groups- Understanding Reference Group. Consumer - Relevant Groups. Applications of the Reference Group. **Consumer Psychographic & Life Styles-**Concept of Psychographics and Life styles. Types of Psychographics Variables. Demographics.

Unit:-IV

Culture, Value System & Consumer Behavior-Understanding the Cross Cultural Differences; Application of Culture on Consumers Decision, Values System of Different Countries and its application. **Organizational Buying Behavior-**Difference between Consumer and organizational buying; Models of Organizational Buying; Organizational Buying Behavior Vs. Consumer buying Behavior.

Reference Books:

1. David L. Loudon, Albert J. Della Bitta : Consumer Behavior:Concepts and Applications, McGraw-Hill
2. Del I. Hawkins, Roger J. Best, Kenneth A. Coney: Consumer Behavior: Building Marketing Strategy, Tata McGraw-Hill Education
3. Frank R. Kardes : Consumer Behavior and Managerial Decision Making, Prentice Hall
4. K.K. Srivastava, Sujata Khandai : Consumer Behavior in Indian Context. Galgotia Publishing Company
5. Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar: Consumer Behavior, Pearson Education India
6. Martin Evans, Ahmed Jamal, Gordon Foxall: Consumer Behavior, Wiley India
7. Michael R. Solomon : Consumer Behavior Buying, Having and Being , Prentice Hall
8. Ramanuj Majumdar : Consumer Behavior: Insights from Indian Market, Prentice Hall
9. 13. Wayne D. Hoyer, Deborah J. MacInnis : Consumer Behavior, Cengage Learning

Course Code	Course Title	Course Type	L	T	P	C
M19MB3614	International Business Taxation	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Possess an overview of international tax concept, issues, planning opportunities and risks that affect corporations in today's global business environment.
2. Be aware of Cross-border business and transactions.
3. develop a deep understanding of the multinational transfer pricing process and its application.
4. Equip with skills of internationalization of tax administration and its process regulations.

Course Outcomes:

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

1. Demonstrate a deep understanding and applications of the Global business and International Taxation
2. Discuss confidently the concept and process of Tax Treaty System and indicate its importance.
3. Understand the dynamics of Multinational Transfer Pricing
4. Illustrate the knowledge and skills to operate in the context of Internationalization of Tax Administration.

Course Content:

Unit:-1

Introduction–Global business and International Taxation, rise of business taxation, Taxing resident on Income from all sources, Taxing the profits of a business establishment. **Companies against International Double Taxation**-National and International Taxation, Origin of Model Tax treaties.

Unit:-II

Tax Treaty System-Post war development of the Bilateral Treaty Network, The role International Organizations. **International Tax Avoidance**-The legal Regulation of Economic Relations, Taxation of Revenue and Opportunities for Avoidance, Tax planning, International Investment and Tax Avoidance.

Unit:-III

Multinational Transfer Pricing– Objectives of transfer pricing, Transfer pricing methodology, transfer pricing & government relations, transfer prices in theory and practice. Selecting a transfer price – internal revenue code and transfer pricing

Unit:-IV

Internationalization of Tax Administration-The development of Tax administrative co-operation, Information exchange under Tax Treaties, Simultaneous Examination and Co-operation in Assessment, Coordinating Treaty Interpretation and Application, Assistance in Collection.

Reference Books:

1. Choi Frederick D.S. et Mueller Gerhard G. : International Accounting. Prentice Hall
2. Sol Picciotto : International Business Taxation: A Study in the Internationalization of Business Regulation, Weidenfeld & Nicholson
3. Frederick D S Choi : International Finance & Accounting Hand Book – John Wiley
4. James A Schweikart : International Accounting: A Case Approach, McGraw Hill
5. Belkaoui Ahmed : International & Multinational Accounting: The Dryden Press
6. Nobes Christopher & Parker Robert (ed) : Comparative International Accounting. Prentice
7. Hall Brian Arnold & Michael J. McIntyre : International Tax Primer. Kluwer Law International

MASS COMMUNICATION SPECIALIZATION

Course Code	Course Title	Course Type	L	T	P	C
M19MB3711	Mass Communication & Media Studies	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the communication and media studies discipline that prepares them to focus on the humanistic aspect of media and its impact on society
2. expose to the rudiments and basics of mass communication as a subset of human communication.
3. acquaint with the contents and characteristics of various types of media of mass communication.
4. Expose to various forms, models, elements and nature of mass communication.

Course Outcomes:

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

1. grasp the complex relationship between communication/media theories and a diverse set of individual, social, and professional practices.
2. understand the underlying philosophical assumptions of, and be able to apply, one or more communication research methods to address a range of media texts and audiences, production and technological practices, and relevant social issues.
3. comprehend the foundations, process, and practices of writing for and about the media, and demonstrate proficiency in writing in one or more professional media writing applications.
4. conceptualize, design, and produce one or more works in media based on effective principles and practices of media aesthetics for a target audience.

Course Contents:**UNIT-1**

Introduction to Communication: Communication and its Importance - Elements, Forms and Effects – Types - Theories and Models - Tools of Communication - Mass Communication and Mass Media Role - Noise in Communication - Importance of Perception - Effective Communication - Role of Media in our

Life - Media Time Line - Media & Mass Media - Functions of Mass Media - Types of Mass Media - Role of Media in a Democracy - Understanding The Role of Media in Development - Development Communication - Initiatives in India - Writing on Development Issues - Media as Public Sphere - Media as Public Service - Media and Civil Society - Citizen Journalism

UNIT-2

Radio, Television & Cinema: Development of Radio Broadcasting in India - Characteristics of Radio - Emergence of FM - Internet Radio and Community Radio in India - Popular Radio Genres - Radio Programme Production - Ownership and Control - The Radio Station - The Radio Team - Brief History of Television in India - Trends in Indian Television - Formats of Television Programmes - TV Programme Production - Ownership and Control - Evolution of Indian Cinema - Various Genre - Cinema and Society - How films are made - Film appreciation/criticism

UNIT-3

Print Media & Photojournalism: The World of Print Media - Types and Characteristics - Journey of the Newspaper - Role of Press in Social & Political Movements - Freedom of Press - Press Ownership and Control - Making News - Analyzing News - Representation of Different Groups - Content of Newspaper - Alternatives to Mainstream Journalism - Introduction to Photojournalism - Types - Working of a Camera - Equipment in Photography - Photo Feature - Role and Responsibility of Photojournalist

UNIT-4

Advertising & New Media

Role of Advertising in Marketing - Evolution - Functions - Types - Ethics -Current Issues - Product Placement - Surrogate Advertising - Celebrity Endorsements - Representation of Women and Children - New Media: Future of Journalism - Characteristics of New Media - Traditional vs New Media – Convergence - Blogging and Social Media

Course Code	Course Title	Course Type	L	T	P	C
M19MB3712	Digital Marketing	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Learn about different aspects of Digital Marketing and how they come together in a cohesive and effective Digital Marketing plan.
2. Help participants to understand digital marketing methods, from a variety of perspectives-as analysts, consumers and entrepreneurs.
3. Develop fundamental concepts along with practical application
4. Understand how to manage an organisation's online reputation

Course Outcomes:

On the completion of the course, the student will be able to:

1. Learn to use basic e-marketing tools relevant to the internet marketing context and apply various marketing strategies.
2. evaluate the role of social media in the marketing context and use digital analytics to evaluate and optimize the effectiveness of digital marketing strategies.
3. Explore how marketing online differs from a traditional marketing environment, and identify and discuss web-based marketing opportunities.
4. Manage digital brand and enrich and compelling content, combined with digital distribution, are integral to brand engagement.

Course Contents

UNIT-1

Marketing in a Digital World: Introduction to Digital Marketing - Understanding basic planning - Advantages of digital medium over other media - Digital medium in today's marketing plan - Content Marketing, Distribution and its Value - Challenges associated with content marketing - Digital Marketing Tools and Tactics - Online Advertising: Approaches and Principles - Digital Marketing Assets - Media Assets: Owned, Paid & Earned Media

UNIT-2

Understanding Your Digital Consumer: Online consumer behavior and psychology - Online-Offline Interaction and the Omni Channel World - New Business Models of the Digital Economy - Introduction to GRAVITY (Geography, Resistance, Adjacency, Vicinity, Isolation, Topography and You) - Marketer control versus consumer control - Consumer empowerment - Consumer participation and engagement - Frictions and Commerce - Variety and the Digital Economy

UNIT-3

Digital Marketing Tools and Principles: Strategic digital marketing and performance metrics - New Media Platforms - Networks Effects - Social Advertising and Targeting - Viral Products - Organic Celebrity - Persuasion and Sentiment - Online Community and Models of Influence - Website & Content Marketing - Search Marketing - Social Media Marketing - User Nurturing - Display Marketing - Mobile Marketing - Web Analytics & Growth Hacking

UNIT-4

Reputation Management: Corporate Reputation in the Digital Age - Reputation and Participatory Culture - How online has changed the media cycle - Managing Reputation Online - Protecting a Reputation - Best practice reputation management.

Course Code	Course Title	Course Type	L	T	P	C
M19MB3713	Visual Communication	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Possess fundamental understanding of the elements and theories of visual communication and the principles of narrative.
2. develop student's screen-writing skills and help them understand how to convert an idea from the creative brief to screenplay.
3. delve further into the elements of film-making and expose them to the nuances of lighting, composition, camera movements, point of view and their application into film-production.
4. introduce post-production techniques and sound design for broadcast production, multi-platform video structure and editing for social media.

Course Outcomes:

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

1. Identify principles of film design and be familiar with the four fundamental elements of film style.
2. learn basic principles of filmic design, four foundational elements of film style, tools of camera and styles of editing.
3. Analyze the art, craft and technique of filmmaking and apply those to create their own screenplay and visualize a basic story idea.
4. be familiar with post production techniques and will be able to apply the acquired skills to produce their own film, which will culminate as their final project.

Course Content:

UNIT 1

Knowing Your Medium: Introduction to Visual Communication – Elements & Theories of Visual Communication – Seeing, Perception and Context

Principles of Narrative - Telling Stories with Images – Visual Language

Visual Analysis Theories - visual message and meanings.

The six perceptions of visual message: Personal, Historical, Technical, Ethical, Cultural Critical perspectives. Semiotic Analysis – Aspects of sign and symbols.

UNIT 2

Screen Grammar: Elements of Screen Writing – Storytelling, Action, Character, Setting, Theme and Structure Film & Video as a Storytelling Medium – Scene, Shot & Sequence

The 3-act structure – Set-Up, Confrontation, Climax, Resolution – Plot and Sub-plot – Shot Breakdown
Creating & Developing Characters – Screenplay

UNIT 3

Elements of Film-making: Light – Types of Lights, Three-point Lighting and Unique Uses of Lighting
Manipulating the Image - Colour, Temperature, Filters and Effects

Composition – Introduction to the Camera, Visualization and Framing - Mechanics of Film Camera Image
Size – Camera Angles – Camera Movements – Rule of Thirds – Golden Points – Lenses – Depth of Field –
Focus & Selective Focus – Rhythm and Movement – Perspective

Ways of Shooting: Blocking. Master-close and triple-take method. Cut in and cut away.

Elements of a Shot – Size, Uses and Context – Point of View – Moving Camera

Continuity, Imaginary Line

UNIT 4

Studio Production & Post-Production: Video Post-Production Techniques – Basics of Editing –
Elements of Editing - Editing Function & Principles – Linear and Non-linear Editing – Principles of
Editing

Introduction to Sound Design – Using Sound to deliver a Story – Using Background Music & Sound
Effects – Principles of Recording

Introduction to the Broadcast Studio – Production Equipment – Production Crew

Basic Television System – Expanded Studio & Electronic Field Production Systems –Television Studio –
Studio Control Room – Master Control – Studio Support Areas

Video standards – Recording formats – Video Compression – Virtual Reality – Multi-Platform Video
Structure – Video for Social Media

Text Books:

1. Lester, E (2000) Visual Communications: Images with Messages Thomson Learning
2. Schildgen, T (1998). Pocket Guide to color with digital applications. Thomsom Learning
3. Picture this: Media Representation of Visual Arts and artists. University of Luton Press
4. Palmer, Frederic: Visual Elements of Art and Design,1989, Longman Porter, Tom and Goodman, Sue:
5. Manual of Graphic Technique 2: For Architects, Graphic Designers, and Artists,1982, Astragal Books. London Palmer. F: Visual Awareness (Bats ford, 1972)

Course Code	Course Title	Course Type	L	T	P	C
M19MB3714	Communicative Design & Writing	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. introduce students to writing for the mass media, including news-gathering, features writing, advertising and public relations copy writing.
2. develop the student's ability to analyze design using design aesthetics, fundamental elements of art, basic principles and theories.
3. introduce the tools and techniques used in today's communication industry, focusing on editing images (Raster images on Adobe Photoshop), creating illustrations and vector design (On Adobe Illustrator) and executing page design & layouts (On Adobe InDesign).
4. apply the acquired design skills from the previous units, and design a Customer-centric communication, including the creative brief, campaign planning, ideation, content creation and execution.

Course Outcomes:

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

1. Write media content factually, persuasively and effectively, in accordance with industry standards.
2. be familiar with the basic principles and fundamentals in visual art and design.
3. Undertake computer-based projects using Adobe Photoshop, Adobe InDesign and Adobe Illustrator software programs will familiarize students with the basic tools and pallets.
4. understand the creative process, develop techniques and methods of creative problem solving, and apply the acquired skills to execute a final creative campaign project.

Course Content:

UNIT 1

Media Writing: Newsgathering & Interviewing Skills – Advertising and Public Relations Copywriting – Writing for New Media & Internet – Screenwriting for Broadcast – Ethics in Writing for Media

UNIT 2

Design Aesthetics: Introduction to Graphic Design – Ways of Seeing – Elements & Principles of Design – Form, Repetition, Structure, Similarity, Gradation, Radiation, Anomaly, Contrast, Concentration, Texture and Space – Typography – Colour Theory

UNIT 3

Basics of Graphic Design: Creating Images for the Print & Web (Basic Photography) – Editing Images (Raster images on Adobe Photoshop) – Illustrations and Vector Design (On Adobe Illustrator) – Page Design & Layouts (On Adobe InDesign)

UNIT 4

Application of Design: Designing for Social Media & Digital Advertising – Print Design Project – Customer-centric Communication – Creative Brief & Campaign Planning – Ideation, Content Creation to Presentation

Text Books:

1. Gail Greet Hannah, Elements of Design, Princeton Architectural Press, 1 July 2002
2. Hoffman, Armin; Graphic design manual, Principles and Practice. Arthur Niggli Publisher, Multilingual edition.
3. Proctor, R.M.; The principles of pattern, Dover Publications Inc.; Revised edition edition
4. Wong, Wucius; Principles of Form and Design, Wiley Publications, (1 September 1993)
5. Frutiger, Adrian; Signs and Symbols: Their Design and Meaning by, Ebury Press; New edition edition.

FOURTH SEMESTER

Course Code	Course Title	Course Type	L	T	P	C
M19MB4010	Strategic Management	HC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. allow students to examine strategic management processes and to encourage debate, discussion and reflection.
2. provide in depth understanding of external and internal factors for strategic formulation and choice.
3. develop the strategic thinking and decision making abilities of students, especially in relation to understanding the application of various strategies in different situations.
4. provide in depth understanding of strategic implementation and control.

Course Outcomes:

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

1. Describe the practical and integrative model of strategic management process that defines basic activities in strategic management
2. Apply the knowledge gained in analyzing the competitive situation and strategic dilemma in dealing with dynamic global business environment.
3. Distinguish the grand strategies & demonstrate the knowledge and abilities in formulating suitable strategies and making strategic plans.
4. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and leadership differences.

Course Contents:

UNIT-1

Introduction of Strategic Management: meaning, nature, importance and relevance. The Strategic Management Process: – Corporate, Business and Functional Levels of strategy. Vision, mission and purpose –Business definition, objectives and goals – Stakeholders in business and their roles in strategic management. Relationship between a Company's Strategy and its Business Model. Balance scorecard.

UNIT-2

External and Internal Analysis: The Strategically relevant components of a Company's External Environment Analysis, Industry Analysis - Porter's Five Forces model – Industry driving forces – Key

Success Factors. Analyzing a company's resources and competitive position - SWOT analysis – Value Chain Analysis –Benchmarking

UNIT-3

Competitive Strategies: Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. Portfolio Analysis: BCG Matrix – GE 9 Cell Model.

UNIT-4

Strategy Implementation and control- Strategy implementation; Organization Structure – Matching structure and strategy. Behavioral issues in implementation – Corporate culture – Mc Kinsey's 7s Framework. Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control

Four Case studies to reflect national and international strategy.

Text Books:

1. Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management: Analysis, Implementation, Control – Nag A, 1/e, Vikas, 2011.
3. Strategic Management : An Integrated Approach - Charles W. L. Hill, Gareth R. Jones, Cengage Learning.
4. Business Policy and Strategic Management – Subba Rao P, HPH.
5. Strategic Management - Kachru U, Excel Books, 2009.

Reference Books:

1. Strategic Management: Concepts and Cases - David R ,13/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage- Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Competitive Advantage - Michael E Porter, Free Press NY
4. Essentials of Strategic Management - Hunger, J. David, 5/e, Pearson.
5. Strategic Management – SarojDatta, jaico Publishing House, 2011.
6. Business Environment for Strategic Management – Ashwathappa, HPH.
7. Contemporary Strategic Management-, Grant, 6/e, 2012, Wiley India.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4020	Major Project	HC	0	2	4	6

Guide Lines

Project survey has to be completed and problem identification for the project must be done. Students must meet the guide and discuss with due PPT presentations at least two hours per Wk. and do the necessary ground work for Phase II devoting at least 6 hours per Wk..

- The project should be inter disciplinary
- Team size should be of max *one* members
- Use any version control software
- Project should be of Research Based
- Proper and meaningful reports should be generated by making use of latest reporting tools
- Project report should follow standard template with the following contents:
 - a) Abstract
 - b) Introduction to project
 - c) Literature Review
 - d) Basic Diagrams like (DFD, ER, Class diagram, etc..)
 - e) Methodology
 - f) Result Analysis
 - g) Concussion
 - h) Future enhancement
 - i) Bibliography
- Project Reports should be submitted for evaluation

Course Code	Course Title	Course Type	L	T	P	C
M19MB4030	Skill Development	RULO	0	0	2	2

Note: The students will have to undergo Skill Development course being conducted by Training and Placement cell of the University.

MARKETING SPECIALISATION COURSES

Course Code	Course Title	Course Type	L	T	P	C
M19MB4111	Customer Relationship Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand evaluation of Customer Relationship and analyze the Success factors of CRM.
2. gain an understanding of international marketing effort related to market entry and marketing mix strategies.
3. understand customer service through Call Centre, Customer Care Automation and Components of e CRM Solutions.
4. examine ethics, and legalities of data base management and understand success factors of CRM.

Course Outcomes:

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

1. identify Customer Relationships and analyse the Success factors
2. learn and understand market entry and strategies.
3. learn and understand customer service through Call Centre, Customer Care Automation and Components of e CRM Solutions.
4. learn and understand ethics and legalities of data base management and success factors of CRM

Course Content:

UNIT - I

Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM Applications in Consumer and Business Markets, CRM Issues & Problems. Building Customer Relations: Customer information Database –Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

UNIT - II

CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

UNIT - III

CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – GSPOT Model, KOEL’s Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.

UNIT - IV

CRM Planning and Implementation: Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e-CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Text Readings:

1. G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
2. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
3. Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
4. Zikmund, Customer Relationship Management, Wiley 2012.
5. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
6. Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4112	International Marketing	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Gain knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications.
2. gain an understanding of international marketing effort related to market entry and marketing mix strategies.
3. Understand the need to appreciate the designing and managing in international marketing programs in consumer markets.
4. Acquaint with different skills and systems required to implement marketing strategies across country borders.

Course Outcomes:

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

1. Develop strategies to remove cultural biases and understandings from the equation in assessing foreign values, wants and needs

2. analyze, discuss, describe, and demonstrate the marketing processes and strategies that firms utilize when marketing their products in foreign countries.
3. Identify influence of international competition, market segmentation and strategy decisions specific to international marketing is learned and understood.
4. acquire skills and systems to implement marketing strategies in international markets.

Course Content:

UNIT – I

Introduction: Nature, and scope of international marketing; International Marketing vs. Domestic Marketing, International market orientation and involvement; International marketing management process- an overview, International marketing information system. International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; Global trading environment and developments- classical trade theories and modern trade theories. International Market Segmentation, Selection and Positioning; Screening and selection of markets.

Unit-II

International Marketing Decisions : Market Selection and Entry Decisions; Product Strategy for International Markets – Standardization Vs. Adoption; Branding Decisions; International Product life cycle, Developing New Products for International Market; International Pricing – Concept, Significance, Factors and Methods; Counter-trade as a Pricing Tool – Types of Counter-trade Problems; Involved in Counter-trading; Dumping. International market entry strategies –Exporting, licensing, contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad (Different Entry Modes and Market Entry Strategies).

Unit-III

International Distribution System : Channel of Distribution Structures; Distribution Patterns; International Channel of Distribution Alternatives; Factors Affecting Choice of Channels; Locating, Selecting and Motivating Channel Members; International Logistics; Foreign Freight Forwarder; International Advertising – Challenges Involved in International Advertising; Media Planning and Factors Considered in it; International Communication Process; International Advertising and Internet.

Unit-IV

International Organisation Structure and Control : Structures and Alternatives of Organisation Structure; Choice Criteria; Financial Requirements for International Marketing; Coordination and Control of International Marketing Operations; Cooperative International Marketing–Main Features, Objectives, Advantages and Limitations.

Reference Books:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R. ;Graham, John L. and Prashant Salwan,*International Marketing*,Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainon, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.

5. Jain, Subash C., *International Marketing*, South-Western.
6. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley & Sons.
7. Onkvist, Sak and John J. Shaw, *International Marketing; Analysis and Strategy*, Psychology Press.
8. Rajagopal, *International Marketing*, Vikas Publishing House.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4113	Integrated Marketing Communication	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the concept of integrated marketing communication, understand the marketing process, role of advertising and promotion in an organization.
2. understand the role of marketing agencies, the services they perform and media planning, evaluation in advertising.
3. understand the concept of International Advertising, different types and their application globally.
4. Measure the effectiveness of advertising and its responsibility towards society with campaigns through Case studies in Indian context.

Course Outcomes:

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

1. Know the process of marketing and importance of advertising and promotion in organization to market its product, service, ideas etc., is learned and is understood.
2. Acquaint with the sources of media information, characteristics of media and key media decisions are were discussed and understood.
3. Understand the scope of International advertising from internet advertising, industrial advertising and special issues in advertising.
4. Understand the effectiveness of advertising and its social responsibility with campaigns through Case studies.

Course Contents:

UNIT-1

Introduction of IMC; Concept and Process of Integrated Marketing Communications, Role of IMC in marketing process, Elements of IMC- Advertising – Role, Classification of advertising, types of advertising campaigns. Sales Promotion-Different types of Sales Promotion, relationship between Sales promotion and advertising. Publicity – Types of Publicity, relationship between advertising and publicity. Public Relations – Types of PR, Personal Selling (Meaning and steps); Direct marketing, Event Management.

UNIT-2

Advertising& Media Planning: Advertising Agency, Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media

strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

UNIT-3

International Advertising: Global environment in advertising, Decision areas in international advertising: Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising. Industrial advertising: B 2 B Communication, Special issues in Industrial advertising.

UNIT-4

Monitoring, Evaluation and control: Measurement of advertising effectiveness – various methods used for evaluation, Pre-testing, Post testing. Ethics and social responsibility in advertising campaigns. Case studies in Indian context.

Text Books:

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata McGraw Hill, 9/e, 2012.
2. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2002
3. Advertising ‘An IMC Perspective’ - S. N. Murthy / U. Bhojanna - Excel Books, 2007.
4. Advertising & Integrated Brand Promotion - O’Guinn, Allen, Semenik, Cengage Learning.
5. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
6. Integrated Marketing Communications – Niraj Kumar, HPH.

Reference Books:

1. Foundations of Advertising, Chynawalla & Sethia, HPH, 2007
2. Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007.
3. Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.
4. Advertising Basics, Vilanilam, Varghese, Response Books, 2007
5. Advertising, Sangeeta Sharma & Raghuvir Singh, PHI, 2006.
6. Otto Kleepner’s Advertising Procedure-PH
7. International Edition-Contemporary Advertising Irwin/McGraw-Hill

Course Code	Course Title	Course Type	L	T	P	C
M19MB4114	Retail Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Understand concept of retailing, retail sector in India and types of retail formats and trends prevalent in the organized retailing.
2. understand the importance of store location and design for retailers
3. Apply and adapt a body of theoretical and technical knowledge and skills in sourcing requirements to meet cultural and social needs of the target market.

4. understand the pricing strategies, relationship between marketing and retailing and research in retailing.

Course Outcomes:

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

1. understand the scenario of retailing in India, factors that influencing retailing customer expectations and the process of retailing is learned.
2. Know the importance of store location and design is understood for successful retailing.
3. know the financial principles of buying and selling, Analysis of financial data to forecast business performance and decision making strategies to support successful financial outcomes is learned and understood.
4. understand the pricing strategies, relationship between marketing and retailing and research in retailing is learned and understood.

Course Content:

UNIT-1

Retailing: - Meaning, Nature, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, and Retail as a career. Classification of Retail UNITs, Types of Retail Formats, Strategic Retail Planning Process. Retailing in India-Emergence of Organized Retailing : Traditional Retailing, Organized Retailing in India, Retailing in rural India, FDI in retailing, Role of IT in retailing, Emerging trends in organized retailing.

UNIT-2

Retail Location: Factors affecting location decision-Site Selection- Location based retail Strategies. Store Design: Interiors and Exteriors – Store layout – Types of layouts - Factors affecting store layout – Store image mix – The Internet Store. Retail mix.

UNIT-3

Merchandise Planning: Concept & Implication, process of Merchandise Planning. Store operations, Merchandise procurement and inventory management in retailing. Merchandising: Concept, Importance, Functions-Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands.

UNIT-4

Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies, Relationship Marketing in Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing.

Four Case Studies must be discussed in the class- preferably Indian context.

Text Books:

1. Integrated Retail Management - James R. Ogden & Denise T. Ogden, Biztantra, 2003.
2. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
3. Retailing Management - Swapana Pradhan, 4/e, TMH, 2012.
4. Retail Marketing Management - David Gilbert, 2/e, Pearson Education.
5. The Art of Retailing - A. J. Lamba, McGraw Hill.
6. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.

Reference Books:

1. Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009..
2. Retail Management - Chetan Bajaj, Oxford University press.
3. Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
4. Retail Management – Arif Sheikh, HPH.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4211	International Human Resource Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the role of HRM in international context.
2. Understand the HR practices in Global Market.
3. Build an insight towards need and process of training and development.
4. Understand international institutions labour market regulations and other HRM practices.

Course Outcomes:

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

1. Understand opportunities, issues and challenges pertaining to IHRM.
2. Identify and include international human resource by recruiting, selecting and then appraising them.
3. Analyze and apply advance training needs in a global setup.
4. Evaluate the effectiveness of particular HRM policies and practices in different national and organizational setups.

Course Contents:

UNIT-1

Introduction to IHRM

Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM, Organizational Structure in MNC Cultural issues in IHRM, International expansion strategies, The Challenges of International Human Resource Management.

UNIT-2

Recruitment, Selection and performance management in International context

International Managers- advantages and Disadvantages of different selection methods, recruitment methods at international level, Selection criteria and techniques, interviews for international selection, international staffing issues. Performance management cycle, model, appraisal of expatriate, third and host country employees, issues and challenges in international performance management.

UNIT-3

Training and development and compensation management in international context

Training & development of international staff, types of expatriate training, HCN training, repatriate training knowledge transfer in multinational companies.

Current scenario in international training and development. Objectives of International compensation, Key components of international compensation, Approaches to international compensation, compensation practices across the countries.

UNIT-4

International Labour Relations

Key issues, response of labour unions to MNCs, HRM practices in different countries-Japan, USA, UK, Turkey, Middle East, India and China.

Four case studies must be discussed in the class to reflect the practical situations.

Text Books:

1. International Human Resource Management- Monir H. Tayeb,Oxford University Press,2005.
2. InternationalHumanResourceManagement-PeterJ.Dowling,DeniceE.Welch, Cengage Learning.

Reference Books:

1. International Human Resource Management-AswathappaK,SadhnaDas,
2. International Human resource Management–RaoP.L,ExcelBooks.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4212	Organization Development and Change Management System	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the ethical issues and conditions creating the need for change for development of an organization.
2. Understand the organization situations that would benefit from organization development intervents.
3. Understand the need and nature of change in an organization.
4. Know organization development in different business organizations.

Course Outcomes:

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

1. Define the concepts of organization development.
2. Analyze and diagnose ongoing activities, design and plan the implementations of selected organizational development interventions.
3. Explain how to apply basic change management process in an organization for its development.
4. Illustrate practices of organization development in organizations such as health care, educational institutions, public sector etc.

Course Content:

UNIT-1

Introduction to OD: Characteristics - Contributory Stems, Values, Assumptions, Beliefs in OD - Ethical issues in OD - OD Process - Foundation of OD - Systems Outlook- Third Wave Management and Organization Transformation.

UNIT-2

OD Interventions: Designing interventions; Evaluating and institutionalizing interventions; Action research; Human Process interventions, Techno-Structural Interventions, HRM Interventions, Strategic interventions, Team Interventions - Other Interventions- T- Groups, Behaviour Modelling, Life and Career Planning.

UNIT-3

Organization Change: Nature of organizational change – Sources of change Strategies for Change - Planned change; Organizational growth and its implication for change; External Drivers for change, Forces of Change, Approaches to changes, Kurt Levin Model, Force field analysis; Senge's Five Discipline.

UNIT-4

Applications of OD: OD in Health Care, Family Owned business, Educational Institutions, Public Sector Organizations

Text Books:

1. Organizational development - Ramnarayan S and Rao T V, Sage Publicatin, 2011.
2. Organization Development - Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson Education
3. Organizational development and change by Cummings and Worley , Cengage Learning 2005

Reference Books:

1. Organizational Change and Development – Kavitha Singh, Excel Books,2010
2. Change Management - Radha Sharma, Tata McGraw Hill, 2007.
3. Managing organizational change - Palmer, Dunford and Akin, 2011.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4213	Learning and Development	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the concept of learning.
2. Understand the need of training and development.
3. understand various methods of training.
4. Gain knowledge of different types of trainings required.

Course Outcomes:

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

1. Describe the psychology of the learning process on which training is given.
2. List the steps required for training based on the need.
3. Design, access and implement training methods, techniques and other development methods.
4. Evaluate the need of training concern to contemporary issues prevailing like sexual harassment, team management career break management etc.

Course Content:

UNIT - I

Introduction to Learning: Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

UNIT – II

Training Strategy and Designing Training: The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

UNIT- III

Training methods Development: Methods of training- Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training. Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process - Electronic MDPs.

UNIT - V

Contemporary issues in Training and Development: Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

Suggested Readings:

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 2012.
2. Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.
3. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
4. Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 2014
5. G. Pandu Naik, Training and Development, Excel Books, 2011.
6. Steve W. J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4214	HR Tools & Analytics	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. gain knowledge of role of analytics in business outcomes
2. enhance development of reports and dashboards, working with excel and SPSS.
3. understand the statistical models and predictive analysis model
4. learn to build the decision tree by applying analytics on the live cases and interpreting

Course Outcomes:

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

1. Research and analyze appropriate internal and external human resource metrics, benchmarks, and indicators.
2. understand CRISP DM model and use of various tools of excel and SPSS
3. Employ appropriate software to record, maintain, retrieve and analyze human resources information (e.g., staffing, skills, performance ratings and compensation information) also applying using various statistical methods.
4. Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
5. Apply information technology to enhance the efficiency and effectiveness of human resource functions within the organization with performing decision tree model

Course Contents:

UNIT-1

Introduction to Predictive Analysis, Disruptive Technology-The power to predict, Towards Analytics and prediction

UNIT-2

The HCM 21 * Model, Scan the Market; manage the risk, the new face of workforce planning, collapsing the silos, turning data into business intelligence

UNIT-3

Challenges and Opportunities with Optimal Decision Making and How Advanced Analytics Can Help Collaboration, Cooperation, and Reciprocity

UNIT-4

Value Creation and Advanced Analytics, Human Science and Selection Decisions Human Science and Incentives

Text Books:

1. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments By Jac Fitz-Enz
2. Applying Advanced Analytics to HR Management Decisions: Methods for selection, Developing incentives and improving collaboration by James C Sesil

Reference Books:

1. HR Analytics Handbook by Laurie Bassi
2. HR Analytics by Tracey Smith

FINANCE SPECIALISATION COURSES

Course Code	Course Title	Course Type	L	T	P	C
M19MB4311	Corporate Taxation for Business Decision	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to understand:

1. fundamental tax law in economic decision making and financial reporting.
2. different heads of Income.
3. deductions available under section of 80.
4. the basic concept of GST

Course Outcomes:

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

1. Demonstrate knowledge of the taxation and basis of taxation for individual and business entities.
2. Learn the five different heads of income and tax liability from different heads.
3. Understand various deductions and exceptions under different sections.
4. Know the provisions relating to service tax and GST

Course Contents:

UNIT-1

Overview of Direct Tax Laws, Direct versus indirect taxes, taxable person, Basic Concepts. Deemed income, residence concept. Incomes which do not form part of total income. Tax planning, Tax Management, Tax evasion, and tax avoidance, Basis of charge; rates of taxes applicable for different types of assesses. (Theory only)

UNIT-2

Assessment of Companies: Companies' Residential Status, Computation of corporate tax: Deductions available to corporate assessee, Computation of taxable income of companies; Computation of amount of corporate tax liability; Minimum Alternate Tax;

UNIT-3

Tax Planning and Financial Management Decisions: Capital structure decisions; Dividend Policy; Bonus Share; Owning or leasing of an asset; purchase of assets by installment system or Hire System; Purchase of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset.

UNIT-4:

Goods and Service Tax – (GST) and GST Acts: Introduction - Salient features of GST - Constitutional Amendment - Enrollment & Registration - Positive Aspects - Negative Aspects -

objectives - taxes subsumed in GST - Model of GST – IGST Model -Benefits of GST - GST Council: Structure, Appointment and powers under CGST and SGST. Salient features of CGST Act, SGST Act (Karnataka State), IGST Act - Meaning and Definition: Aggregate turnover, Adjudicating authority, Agent, Business, Capital goods, Casual taxable person, Composite supply, Mixed supply, Exempt supply, Input service distributor, Job work, Manufacture, Input tax, Input tax credit, Person, Place of business, Reverse charge, Works contract, Casual taxable person, Non-resident person. (Theory only).

Practical component

Preparation of Income tax returns, filling of e-returns, excel training.

Text Books:

1. Direct tax & practice – Vinod K Singhania Kapil Singhania; Edition : 60th Edition A.Y. 2018- 19
2. Income Tax Law & Practice - Mehrotra and Dr. S.P. Goyal; 59th Edition A.Y 2018-19
3. Anandaday Mishra, GST Law & Procedure, Taxman.
4. Goods and Service Tax Acts.
5. Relevant Goods and Services Tax Rules.
6. Publication on GST by the Institute of Chartered Accountants of India (www.icai.org)
7. Publication on GST by the Central Board of Excise and Customs (www.cbec.org).

Course Code	Course Title	Course Type	L	T	P	C
M19MB4312	International Financial Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to gain knowledge of :

1. dimensions of Financial Management.
2. Foreign Exchange Market and Instruments.
3. Foreign Exchange Risk Management.
4. International Parity Relationships.

Course Outcomes:

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

1. learn and implement the tools and techniques dimensions of Financial Management.
2. able to learn the concepts of Foreign Exchange Market and Instruments.
3. learn the concepts of Foreign Exchange Risk Management.
4. learn the concepts of International Parity Relationships.

Course Content:

UNIT-1

International Dimensions of Financial Management: International financial Environment- The Importance, rewards & risk of international finance, Goals of MNC, International Business methods, Exposure to international risk, International Monetary system, Multilateral financial institution International Monetary System, International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. (Problems on BOP)

UNIT-2

Foreign Exchange Market and Instruments Foreign Exchange Market: Function and Structure of the Forex market, Exchange rate quotations, Determination of Exchange rates in Spot markets and forward markets, Exchange rate behavior-Cross Rates-Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments.

UNIT-3

Foreign Exchange Risk Management Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap problems on both two ways and three way swaps. Cross currency Swaps.

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

UNIT-4

International Parity Relationships: International Parity Relationships & Forecasting Foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage

Text Books:

1. International Finance Management - Eun&Resnick, 4/e, Tata McGraw Hill.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Financial Management - Jeff Madura, Cengage Learning 2008.
4. International Financial Management – VyuphakeshSharan, 5/e, PHI, 2011.
5. International Financial Management – MadhuVij, Excel Books, 2010.

Reference Books:

1. International Financial Management – Apte P. G, 6/e, TMH, 2011.
2. International Financial Management – Jain, Peyrard&Yadav, Macmillan 2010
3. International Finance – Thomas O’Brien, Oxford University Press, 2010.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4313	Financial Modeling Using Excel	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Understand what is meant by financial modeling and the objective of the course.
2. know financial Modeling using excel – This section is the main part of the course which deals with various aspects of financial modeling and the use of excel to complete the task. In this section, you will gain understanding about the procedure to prepare a financial model from scratch using excel.
3. understand about schedules, how they are used to analyze the financial statements and to forecast the financial condition of the company..
4. understand the financial statements of a company, analyzing the same, forecasting and projecting the future financial decisions for the company

Course Outcomes:

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

1. analyze a variety of decision problems facing today’s financial managers and professionals.
2. analyze and use financial statements;

3. conduct financial ratio analysis; to calculate financial and operating leverages; to prepare cash budgets; to create sinking funds and evaluate loan and mortgage repayment schedules; to determine the cost of capital; to evaluate net present values, rates of return, and break-even points for various types of capital investments; to analyze investment payoffs and risks; to evaluate stocks and bonds; to manage stock and bond portfolios; and to evaluate put and call stock options
4. offer a practical approach for financial analysts to come to the business valuation of any organization.

Course Contents:

UNIT-1

Modeling Architecture: Introduction to Financial Modeling, Financial Model Layout Essentials, Modeling techniques, Assumption setting, Review the relationship between major components of financial statements, Interlinking Income Statement & Balance Sheet and Integrating the Cash Flow.

UNIT-2

Introduction to Excel: Quick review of the Excel program using “mouseless” excel techniques to create an efficient and robust historical analysis of the case study, Sample excel “short-cut” and “hot keys” techniques. Function wizard, e.g. - logic functions like “IF” statements, “PMT,” plus a series of other embedded excel functions.

UNIT-3

Operational Worksheets: Calculating Revenue, Calculating Cost of Goods Sold (“COGS”), Other Operating Expenses, Arriving to EBIT, Using Revenues and Costs to derive Accounts Payable and Accounts Receivable. Using Excel’s Function Wizard to calculate Annuities, Calculating debt schedules and tricking the model to accommodate different time horizons. Calculating principal repayment and Time Value of money.

UNIT-4

Discounted Cash flow modeling: Calculation of cost of equity, cost of debt, cost of capital. Using the Model to Price the Asset, Calculating Net Present Value, Calculating Internal Rate of Return, valuation of bonds and calculate the Enterprise Value.

Text Books:

1. Accounting for Managers – Jawaralal, 5/e, Himalaya Publishing House, 2011.
2. Introduction to Analysis Financial Statement – Ashish K Bhattacharya, Elsevier India.
3. Financial Management - Khan M. Y & Jain P. K, 6/e, TMH, 2011.
4. Business Data Analysis using EXCEL – David Whigham, Indian Edition, Oxford Publication Press

Course Code	Course Title	Course Type	L	T	P	C
M19MB4314	Project Appraisal, Planning & Control	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. familiarize with formulation of detailed project report after generating a project idea and appraising the projects for investment.
2. equip with project scheduling process and evaluate & review projects using different techniques like Gantt Charts, PERT and Critical Path Method.
3. Know various aspects of project planning and prerequisites of successful project implementation.
4. educate about managing transition from project to operations & E-Projects and project post completion audits.

Course Outcomes:

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

1. Prepare a detailed project report after generating a project idea and appraise the projects.
2. Analyze the project schedules & review projects using different techniques like Gantt Charts, PERT and Critical Path Method.
3. Plan the projects using various aspects of project planning and successful implementation of project.
4. Manage transition from project to operations & E-Projects and carry on project post completion audits.

Course Contents:

UNIT-1

Project Formation And Appraisal: Project Management - Overview. - Generation of project ideas. Market, Technical, environmental and Social Analysis. Market and Demand Analysis. Economic and Financial Analysis. Formulation of Detailed Project Reports, Cost of project. Capital Budgeting Decisions Overview. Risk analysis in capital Budgeting

UNIT-2

Project Planning And Scheduling: Project scheduling process. Gantt Chart. Critical Path Method. Programme Evaluation & Review technique. Crashing of Project Network

UNIT-3

Project Management: Project Planning: Attributes of good plan. Forms of project organization. Project Planning. Human aspects of Project Planning. Prerequisites of successful project implementation.

UNIT-4:

Project Completion And Evaluation: Control; of in-process projects. Post completion audits. Abandonment Analysis. Integrated Project Management Control System. Managing Transition from Project to Operations.

Managing E-Projects. Future of Project Management

Practical Components:

1. To undertake preliminary appraisal analysis of the projects with minor complexities.
2. Study of project finance schemes of banks.

Text Books:

1. Projects (Planning, Analysis, Selection, Financing , Implementation, and Review) – Prasanna Chandra, 8th Ed, TMH, 2012.
2. Project Management and Appraisal, Sitangshukhatua, Oxford, 1st Ed, 2011.

Banking and Insurance Specialization

Course Code	Course Title	Course Type	L	T	P	C
M19MB4411	Fundamentals of Insurance	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand fundamental concepts of Principles of Insurance, information of life and nonlife insurance players and their policy issuance procedures and various types of documentation.
2. familiarize with the different types of Insurance, Reinsurance and its performance by analyzing with the procedures and principles of Underwriting.
3. understand and relate the concepts, working procedures of life and health insurance products and it's functioning according to various types of products available.
4. familiarize with all general insurance principles and claim procedures which correlates with the different types of general insurance products.

Course Outcomes:

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

1. Analyze and interpret the different principles and concepts of insurance in our daily life and examine the procedure for issuance of policy documents.
2. be certified as licentiate from Insurance Institute of India.
3. Distinguish between the different types of plans and explain the planning process.
4. Understand and apply the process of decision making in all activities.

Course Contents:

UNIT-1

Introduction to Insurance – Insurable Interest- Human Life value Concept- Elements of Insurance Risk – Principles of indemnity – Principles of Utmost good faith- Principle of Subrogation- Insurable interest – Proximate Clause- Players in Life and Non-Life Insurance sector – Insurance documents – Procedure for issue – Alterations- Duplicate policy– Nomination- Assignment – Lapse and revivals- Assignment – Foreclosure

UNIT-2

Types of Insurance – Life Insurance and General Insurance Products including UNIT linked plans – Re-Insurance – Nature of Re-Insurance risk – Types of Re -Insurance – Reinsurance Agreements -Legal framework of life and general insurance – Underwriting (Process and Principles) – underwriting in Life insurance – Underwriting in Nonlife insurance Banc assurance- concepts – critical issues –Insurance Accounting –Financial Analysis and valuations- Solvency and performance measures. Concept of Insurance as an investment.

UNIT-3

Life Insurance Products: Types of insurance policies-Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Market-Linked Insurance products, Riders, Pension Products, Marketing of Life Insurance

Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy

UNIT-4

General insurance Products: Fire Insurance – Fundamental principles – Fire insurance Contracts - Proposals Fire insurance proposals –Fire Insurance claims Motor Vehicles Insurance: Need – Types – Factors to be considered for premium fixing –Motor Insurance claims Miscellaneous Products: Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

Text Books:

1. Fundamentals of Insurance - Gupta, P K, 2/e, Himalaya Publishing House, 2011.
2. Fundamentals of Insurance – Kaninika Mishra, Prentice Hall of India, 2010.
3. Insurance Management: Text & Cases - Sahoo, S C and Das S C – Himalaya Publishing House, 2011
4. IC 33- Institution of Insurance
5. Insurance: Theory & Practice – Nalini Tripathi & Prabir Pal, PHI, 2010

Reference Book:

1. Banking and Insurance, Mohapatra and Acharya, Pearson, 2012.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4412	Treasury and Risk Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Understand the significance and definition of Treasury management.
2. Identify the different types of liquid assets.
3. Describe the risk measurement process.
4. Understand the functions of treasury risk management and value at risk.

Course Outcomes:

On successful completion of this course students shall be able to understand:

1. the treasury, assets and liability management.
2. the cash management system.
3. the quantitative risk measure and manage.
4. the treasury risk, treasury management.

Course Contents:

UNIT-1

Introduction to Treasury Management centralized vs. decentralized treasury management, asset liability management. Financial market and money market, types of money market instruments, collateralized borrowing, lending obligations and regulation of money markets. Treasury Products, exchange rate mechanism, swaps, options and commodity market. Central Bank and Foreign Exchange Market, approaches of CAC, FEMA and R>Returns concepts.

UNIT-2

Liquidity Planning and Managing Cash Assets -CRR and SLR, liquid assets and instruments of monetary policy, cash management system, multinational cash management and analyses working capital management. Risk and Risk Measurement - processes and tools available for risk management, concept of quantitative risk measurement. Liquidity Risk Management - the procedures to measure and manage Net Funding Requirement (NFR), concept of liquidity gap report, RBI guidelines to banks.

UNIT-3

Risk Management –Interest Rate Risk Management – Modern theory of interest, interest rate risk and sources of risks, measurement and shortcomings of gap analysis, sensitivity of portfolio and the strategies for controlling IRR, interest rate risk management role of financial intermediaries. Foreign Exchange Risk Management -various types of foreign exchange risks and currency exposure, foreign exchange risk management and the concepts of gap limit, stop loss limit , intraday and overnight limits, and value at risk approach. Introduction to Derivatives

UNIT-4

Treasury Risk Management Methods –types of risks -Various components in treasury risk management, treasury management organisation and market risk management policy. Value at Risk (VaR) -Various components of VaR, significance, different approaches and limitations of VaR, concept of back and stress testing. Asset Liability Management in Banks -ALM as coordinated balance sheet management, ALM system in banks and ALM information system, ALCO responsibilities, ALM support group and interest sensitivity.

Practical Components:

1. Study the treasury products offered by a Bank and submit the report on the same.
2. Study and calculate the CRR and SLR ratios in a bank.
3. Study the risk management methods followed by a bank and present the same in the class.
4. Study the ALM system and ALM information system of a bank and present the report.
5. RBI Master circular on TRM dated 1st July

Text Books:

1. IIBF. “Risk Management” Macmillan, New Delhi.
2. Bhaskaran, R. “An Introduction to Fund and Investment Management in Banks” Bankers Institute of Rural development, Lucknow.

Reference Books:

1. IIBF, “Bank Financial Management”
2. Bagchi, S.K. “Credit Risk Management.” Jaico Publishing House, Mumbai.
3. Rose, Peter. “Commercial Bank Management” 5th Edition, Texas A & M University College Station.
4. Chance. “Introduction to Derivatives & Risk Management” Thomson Learning, New Delhi.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4413	Life and Non-Life Insurance Products	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand elements and types of Life Insurance, features of term insurance and endowment assurance and their roles in product design.
2. familiarize with the Health Insurance and different types of products.
3. understand the types of rural and social insurance and their benefits, need, types and factors of motor vehicles insurance.
4. familiarize with other miscellaneous products like burglary, Aviation etc.

Course Outcomes

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

1. Analyze and interpret the different types of life insurance products mainly understand the benefits of term insurance and endowment assurance.
2. Understand the Importance of different types of health insurance in day to day life.
3. Analyze the benefits of rural, social insurance and understand the pricing factors in motor vehicle insurance.
4. Understand the benefits and features of other miscellaneous products in the market.

Course Contents:

UNIT-1

Life Insurance Products: Elements of Life Insurance – Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Other types.

UNIT-2

Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Medclaim Policy – Group Medclaim Policy – Personal Accident policy – Child welfare policy on.

UNIT-3

Rural Insurance & Social Insurance: Various rural Insurance Policies – Project Insurance – Social Insurance – Old age, survivors and disability insurance – Types of benefits – unemployment insurance – workers compensation.

Motor Vehicles Insurance: Need – Types – Factors to be considered for premium fixing

UNIT-4

Miscellaneous Products: Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

Text Books:

1. Gupta, P K “Fundamentals of Insurance.” Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Horord D Shipper. “Life & Health Insurance” Pearson Education, New Delhi.
3. Ganguly, Anand. “Insurance Mangement” New Age International, New Delhi.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4414	Developmental Banking Institutions	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to understand:

1. the importance and benefits of developmental banking.
2. the future trends and directions in developmental banking
3. international institutions and expose them to various products and services offered by developmental banks
4. the regulatory framework of developmental banking sector and expose them to the products and services used in this sector

Course Outcomes:

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

1. Examine the role played by developmental banks in the development of our nation.
2. Articulate the various products offered by the developmental banks and its uses.
3. Examine the role played by various international developmental institutions.
4. Explain the role played by DBI's in infrastructure development and foreign trade.

Course Contents:

UNIT-1

Evolution of Institutional Banking: Role of Development Financial Institutions, role of each financial intermediary in mobilizing and providing credit. Small Industries Development Bank of India: Role of SSI/MSMEs in economic development, role of SIDBI in providing finance to this sector and the products and services offered by SIDBI. Micro Finance Institutions (MFIs) - Institutions providing micro finance and the role of micro finance in economic development. Introduction to IDFC, ILFS.

UNIT-2

National Bank for Agriculture and Rural Development Overview of Agricultural banking, and the origin and credit functions of NABARD. Infrastructure Development - Different sectors of infrastructure and the Government policy toward infrastructure development, Public Private Partnerships, Viability Gap Funding and DFIs for provision of infrastructure finance. Institutional Finance for Housing - Overview of Housing Finance, in rural and urban areas and the institutions providing housing finance, NHB and other Housing Finance Institutions like HDFC.

UNIT-3

International Banking and International DFIs: International Financial Institutions like the World Bank, European Development Finance Institutions, and World Development Financing Institutions. Changing profile of Institutional Banking: Comparison of Development banks vs. Commercial banks. Concepts of Account and Cash Management Services: Overview of account services, cash management services, RTGS, NEFT, ECS. Treasury and Capital Markets: Forex, money market and derivatives, Capital markets like equity, debt, and private placement. Introduction to World Bank, IMF, BIS, ADB.

UNIT-4

Financing foreign trade: Means of financing exports and imports, regulations in terms of RBI. Introduction to EXIM Bank, ECGC, Asset Reconstruction Companies - Implications of NPAs, overview of Securitization and Asset reconstruction companies. Other Financial Intermediaries and services - Role of financial intermediaries and services, the functioning of the depository system, financing by NBFCs and the payment and settlement system in financial markets.

Practical Components:

1. Study the role of SSI/MSMEs & micro finance in economic development and submit the report on the same.
2. Study the Institutions providing micro finance in India and prepare a report.
3. Study Institutional Finance for Housing & infrastructure offered in India and prepare a report.
4. Study the Means of financing exports and imports at a bank and submit the report on the same.

Text Books:

1. International Banking Operations; IIBF; Macmillan Publishing House
2. Corporate Banking; IIBF; Macmillan Publishing House
3. Fundamentals of International Banking by Roop Narayan Bose

Reference Books:

1. Shekar and Shekar "Banking Theory and Practice" Vikas Publishing House, New Delhi.
2. Material management:-W.R.Stelzer Jr.(PHI)
3. Material management:-D.S.Ammer & Richard Erwin Inc.
4. Material management:-A.K.Dutta(PHI)
5. Material management- An integrated approach :- P. Gopala Krishnan, & M. 6.
6. Sundersen(PHI)

Operations Management Specialization Courses

Course Code	Course Title	Course Type	L	T	P	C
M19MB4511	Total Quality Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to understand:

1. Total Quality Management (TQM) with emphasis on their application to technical organizations.
2. TQM tools and techniques
3. quality from a variety of functional perspectives and in the process,
4. quality control techniques and control charts

Course Objectives:

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

1. to maintain product quality and control system
2. design and use quality tools
3. implement quality organizations to bring quality culture in the organization
4. use the quality control charts and quality mechanism

Course Contents:**UNIT-1**

Foundations of Total Quality Management: Components of quality, The total quality management approach, Innovation, design and improvement, Product quality characteristics and service quality characteristics, Quality parameters and specific dimensions of quality ,Planning for quality: Flowcharting,

Detailed flow, Process charts and flow diagrams Planning for just-in-time (JIT) management System design and contents System documentation, implementation and assessment

UNIT-2

TQM Tools and the Improvement Cycle: Measurement of quality, Costs of quality, Tools and techniques for quality improvement, Statistical process control, Quality improvement techniques in service industries , Specific techniques for design, reliability, maintenance and process improvement, Quality of design Quality of conformance to design, Control of non-conforming products: Identifying and classifying non-conformance. Documenting non-conforming products. Re-inspection of repaired and reworked products, Corrective and preventive action

UNIT-3

The Quality Organization within an Organisation: People and the organizational structure, Responsibilities and performance management, the relationship between the quality organization and top

management, Culture change through teamwork for quality improvement, implementing teamwork for quality improvement: the DRIVE model

UNIT-4

Quality Control: Introduction to Quality Control, process Control and Product Control, Chance and Assignable causes of Quality variation, Advantages of Shewhart control charts, Process Control charts for variables, X, R and sigma charts, fixation of control limits.

Text Books:

1. OAKLAND, J.S.: Total Quality Management – the route to improving performance Butterworth/Heinemann (1993)
2. HOYLE, D:ISO 9000 Quality Systems Handbook 2nd Edition Butterworth/Heinemann 1997
3. TENNER, A.R.& De TORO I.J:Total Quality Management – Three Steps to Continuous Improvement Addison –Wesley Publishing Company 1992
4. BROWN, S. et al : Strategic Operations Management 2nd Edition Elsevier Butterworth-Heinemann 2005
5. Statistical Quality control by E.L. Grant Elementary S.O.L. by I.W.Burr, M. Dekkar

Course Code	Course Title	Course Type	L	T	P	C
M19MB4512	Technology and Innovation Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. understand the issues, concepts, and practices associated with the technology and innovation management
2. know technology strategy and related economics
3. understand services and innovation in the services
4. gain knowledge of product innovations and IPR

Course Outcomes:

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

1. cope up innovation management
2. adopt technological changes
3. create new services
4. pattern innovative technology and services

Course Contents:**UNIT-1**

Introduction: innovation and its pervasive effects; perspectives. Case studies of innovation and impacts. Long term impacts of technological change (Steel processing, computerization, mass production).

UNIT 2

Economics and technological change: Technology strategy and firms. The role of small firms in innovation. The Product Life Cycle and markets. Networks, standards and formats. Dominant designs, Lock-in and systems.

UNIT 3

Innovation in services: Intellectual property rights: the system and its use. Defence R&D and Innovation. Knowledge management and the firm, Organizational capabilities, innovation & strategy, Role of small firms in the innovation process, Corporate organization of knowledge.

UNIT 4

Innovation and venturing: Management of the product innovation process, Open innovation and innovation systems, Intellectual property, Standards and Strategy, Strategies for anticipating technological change, Building innovative organizations.

Text Books:

1. Tidd, J., and Bessant, J. (2009), Innovation : What is it and why it matters, Fourth Edition, John Wiley & Sons:
2. P. N. Rastogi Sage Publications, 1995 - Business & Economics - 301 pages
3. John E. Ettlie - 2006 - Preview - More editions

Course Code	Course Title	Course Type	L	T	P	C
M19MB4513	World Class Manufacturing	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to understand:

1. the importance of global standard manufacturing system
2. the performance of India's manufacturing system
3. about practices in world class manufacturing system
4. benchmarking in manufacturing

Course Outcomes:

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

1. accept world class manufacturing concept
2. practice six sigma
3. identify the gaps between standards
4. adopt benchmark in manufacturing

Course Contents:**UNIT-1**

Introduction To World Class Manufacturing: Manufacturing Excellence and Competitiveness, What is world-Class Manufacturing?-Hall's framework of world-Class Manufacturing (WCM), Gunn's Model of World-Class Manufacturing, Maskell's Model of World-Class Manufacturing, America's Best Plants Model of World Class Manufacturing.

UNIT-2

World Class Manufacturing: The philosophy of world-class Manufacturing-The First Principles of World-Class Manufacturing, The practices of World-Class Manufacturing-The customers Interface ,The Supplier Interface, World-Class Practices in the factory, Quality Management, Shingo's **SIX SIGMA** :The Basics, The core of Six Sigma(DMAIC), design for Six Sigma, DFSS and the customer, Quality time and the Bottom line , core of DFSS-IDOV method , DFSS Metrics, DFSS Infrastructure –People and resources, Implementing DFSS

UNIT-3

Principles and Practices of Wcm: Data collection plan, research-internal public domain sources, outside experts etc. original research, site visits, and code of conduct. Analyzing the gap: Top displaying data, deciding and combining best work practices, Balance Score Card Technique, Value Stream Mapping, validation, recommendations etc

UNIT-4

Benchmarking: Definition, mission and objectives, managing benchmarking process, training and code of conduct, future scope and benchmarking process. What to benchmark: concept of step zero, priorities, business processes – linking to goals etc, investigation, documentation, performance measures, improving business processes. Whom to benchmarks: Developing candidate list, systematic search, refining the initial list.

Text Books:

1. **Hammer, Michael and James Champy.** Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing , London.- 1993
2. **Finding and Implementing Best Practices-** Business Process Benchmarking, Champ, Robert C. Vision Books , New Delhi – 2008

3. **World Class Manufacturing- A Strategic Perspective-** Sahay B S, Saxena K B C, Ashish Kumar, : MacMillan – India Ltd, ISBN 0333-93-4741.
4. **Six sigma for Managers-** TMH 2002, Greg Brue, ISBN- 0-07-048639-

Course Code	Course Title	Course Type	L	T	P	C
M19MB4514	Advanced Production Planning & Control	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to understand:

1. manufacturing systems
2. production control and MRP's
3. JIT system and its applications in manufacturing
4. scheduling and scientific production system

Course Outcomes:

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

1. do process planning
2. plan Materials resources
3. implement Japanese quality production systems
4. implement TPS

Course Contents:

UNIT-1

Introduction to Manufacturing Systems Engineering: Process Planning, Logical design of process planning, Computer Aided Process Planning (CAPP), Computerization of file management; Variant (Retrieval), Generative and demi-generative approaches, General remarks on CAPP developments and trends.

UNIT-2

Resource Planning & Production Control and Value Engineering: Overview of production control, Forecasting, Master production schedule, Materials requirements planning, Evolution from MRP to MRP II, Evaluation of MRP approach, Order release, Shop floor control. Objectives of value engineering – types of values – function & cost – product life cycle- steps in value engineering – methodology in value engineers – FAST Diagram – Matrix Method.

Location – Facility location and layout – Factors considerations in Plant location- Comparative Study of rural and urban sites – Methods of selection plant layout – objective of good layout – Principles – Types of layout – line balancing.

UNIT-3

Just in Time (JST) Production: Introduction- The spread of JIT movement, Some definitions of JIT, Core Japanese practices of JIT, Profit through cost reduction, Elimination of over production, Quality control,

Quality assurance, Respect for humanity, Flexible work force, JIT production adapting to changing production quantities, Process layout for shortened lead times, Standardization of operation, automation.

UNIT-4

Job Sequencing and Operations Scheduling and Toyota Production System (TPS):: Introduction- Job sequencing-n jobs, One machine-n jobs, Two machine-n jobs, Three machines-n jobs- two jobs, M machines –n jobs, M machines-sequencing jobs on parallel machines, **Toyota Production System (TPS):** Philosophy of TPS, Basic frame work, Kanbans, Determining number of Kanbans in TPS

- (a) Kanban number under constant quantity withdrawal system
- (b) Constant cycle, Non-constant quantity withdrawal system
- (c) Constant withdrawal cycle system for the supplier Kanban

Production smoothing in TPS, Production planning, Production smoothing, Adaptability to demand fluctuations, Sequencing method for the mixed model assembly line to realize smoothed production of goal.

Text Books:

1. Jacobs, F.R., Berry, W.L., Whybark, D.C., and Vollmann, T.E., Manufacturing Planning and Control for Supply Chain Management, Sixth Edition, McGraw-Hill/Irwin, 2011.
2. Nahmias, S., Production and Operations Analysis, 4th Edition, McGraw-Hill Irwin, 2001.

Reference Books:

1. Gaither, N. and Frazier, G., Operations Management, Ninth Edition, Southwestern, 2002.
2. Hax, A.C. and D. Candea, Production and Inventory Management, Prentice-Hall, 1984.
3. Nahmias, S., Production and Operations Analysis, Third Edition, Irwin, 1997.
4. Production and Operations Management S.N. Chary Tata McGraw Hill
5. Operations Management J.G. Monks McGraw Hill
6. Facility Layout and Location Francis and White Prentice Hall
7. Just in Time Manufacturing Kargoanker -
8. Toyota production System-An Integrated Approach to Just in Time Yasuhiro Modern Engineering and Management Press

International Business

Course Code	Course Title	Course Type	L	T	P	C
M19MB4611	International Trade Procedures and Documentation	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. Understand India’s trade Position in the World and the various trade procedures involved in an international business.

2. Possess knowledge of various documents required for trading.
3. develop the skills of operating in an occupation of export and import of products and services
4. understand the International sources of finance for export finance.

Course Outcomes:

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

1. Explain the need and importance of International Trade and its process.
2. Demonstrate a deep understanding of export documentation regulations and process.
3. Discuss about the various international finance sources involved in export finance
4. Illustrate a good knowledge and skills of operating in import process and business.

Course Content:

UNIT-1

International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India’s Foreign Trade – Commodity composition and Destination – India’s position in World merchandise trade and services – India’s Foreign Trade Policy.

UNIT-2

Export Procedure: Starting an export firm – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit. Export Documentation: Types of documents – Transport, Negotiation and Insurance documents.

UNIT-3

Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

UNIT-4

Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management.

Reference Books:

1. Aseem Kumar “Export and Import Management”, Excel Books, 2007
2. David Stewart ,”International Supply chain Management”, Cengage publications,2008
3. Jeevanandam C “Foreign Exchange : Practices Concepts and control” Sultan chand Publications, 2002.
4. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
5. Export and Import Manual, Nabhi Publications, New Delhi.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4612	International Strategic Management	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to:

1. familiarize with the concepts, tools and techniques of international strategic management so as to enable them develop analytical and conceptual skills and the ability to look at the totality of situations.
2. Possess knowledge of core competence and value chain analysis
3. analyse the external and internal forces influencing the corporate objectives and strategic management in MNCs.
4. equip with the skills of analyzing and selecting the various corporate strategies.

Course Outcomes:

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

1. Demonstrate a deep understanding of the concept of international strategic management and locate its relevance.
2. Analyse and apply the concepts of core competence and value chain analysis in MNCs
3. Understand and analyse the external and internal forces influencing the corporate objectives and strategic management in MNCs.
4. Apply the knowledge of various corporate strategies and deciding the right option for the MNC.

Course Content:

UNIT-1

Concept, Characteristics and Dimensions of Strategic Management – Emergence of International Strategic Management (ISM) – Logic and process of Internationalization – Forces necessitating the adoption of ISM concept by MNC's as well as Indian Companies – Corporate global strategy Nature, components and significance of environmental scanning – Corporate capability analysis –Diagnosing industry globalization potential – Building global market participation – Competition in global industries

UNIT-2

Core competencies – Significance of core competence concept in strategy making – Value Chain Analysis – Significance of value chain analysis in strategy making – Balanced Scorecard to link today's action with tomorrow's goals

UNIT-3

Setting corporate objectives in MNC's – External and internal forces interacting with corporate objectives – Identifying strategic alternatives – Stability strategy – Growth and diversification strategy – Merger , acquisitions and retrenchment

UNIT-4

Choice of corporate strategy : CIT, CASCADE and PORTFOLIO MODELS – Formulating generic competitive strategy – Implementing corporate strategy – Strategic control and operational control

Reference Books:

1. John A. Pearce & Richard B Robinson. Strategic Management AITBS Publication.
2. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,
3. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co.
4. Porter.M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
5. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi.

Course Code	Course Title	Course Type	L	T	P	C
M19MB4613	International Capital Markets and Regulations	SC	2	1	0	3

Course Objective: The objective of the course is to expose the students with the nature and way of operation of prominent capital markets which are prevailing in different parts of the world.

UNIT-1 Introduction to Financial Regulation: Introduction, Concepts of Regulation and Supervision, Instruments of Regulation, US Securities Act of 1933 and Securities Exchange Act of 1934, Outline the key measures of the Sarbanes Oxley Act of 2002, Terms of Rule 144A. **International Capital Markets:** Characteristics, functions, investors, instruments, return, risk and liquidity, Structure of the International Capital Markets, Primary and Secondary Capital Markets, Growth of the International Capital Markets, Trends on the worlds capital markets, future of the world capital markets. **World exchange centre:** NYSE, LSE, TSE, EURONEXT.

UNIT-2: Regulation of Primary Securities Markets in the United States: Introduction to Primary Securities Markets, Overview of the Regulatory Framework, Mandatory Disclosure and the Efficient Capital Market Hypothesis, Regulation of Primary Securities Offerings in the United States

UNIT-3: Financial Integration and Regulation of Primary Securities Markets in the European Union: Introduction to International Financial Integration, EU Policies and Institutional Mechanisms of Financial Integration, Financial Services Action Plan, Core EU Measures Regulating the Primary Market. **International Regulation of Securities Firms:** The Role of Market Intermediaries in Securities Markets, Regulation of Securities Firms - an Introduction, Federal Regulation of Securities Firms in the United States, Regulation of Securities Firms in the United Kingdom, International Aspects of Regulation of Securities Firms in Europe

UNIT-4: International Regulation of Secondary Securities Markets: The Structure and Economic Functions of Secondary Securities Markets, The Economic Rationale for Regulating Secondary Securities Markets, Market Regulation in the United States, Market Regulation in the European Union - The Market Abuse and Transparency Directives, Market Regulation in the United Kingdom. **Financial Crisis:** Types, Causes and consequences, theories, Globalisation of Financial Crisis

REFERENCE

1. Buckley Adrain : Multinational Finance, Financial Times Prentice Hall
2. R.B Saxena. : Management of International Financial , Institutions, Discovery
3. Brick John R. Baker H. Kant & Hastem John. A.: Financial Markets, Instruments & Concepts.
4. Seth Jagdish & Eshghi A. : Global Financial Perspectives
5. George Abraham M. & Giddy Ian H. : International Finance : Handbook Vol. 1 & 2, John Wiley & Sons
6. Ian H. Giddy : Global Financial Markets, D.C. Heath

Course Code	Course Title	Course Type	L	T	P	C
M19MB4614	International Shipping and Trade Operations	SC	2	1	0	3

Course Objectives:

The objective of this course is to enable students to understand:

1. concept of international shipping, different sea routes, basic characteristics of bulk carriers, sizes of vessel in each class.
2. concept of ship registration and the role of intermediaries in international trade.
3. The important global sea routes followed in international trading.
4. Containerization.

Course Outcomes:

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

1. apply the knowledge of ship registration and the role of intermediaries in international trade.
2. Apply the understanding of international shipping, different sea routes, basic characteristics of bulk carriers, sizes of vessel in each class in making shipping decisions.
3. Distinguish between different global sea routes and locate the perfect one.
4. Take right decisions regarding containerization using the knowledge and understanding.

Course Content:

UNIT-1

Carriage of Goods by sea; Ocean shipping methods, Ocean freight rates; freight or traffic rates, freight rate terminology used in international shipment, freight surcharges and rebates, Ocean Freight calculation; Conference Discounts and Contract Shippers, Weight or measure in Freight cost calculation, Freight Adjustments

UNIT-2

Shipping Formalities; Booking of Shipping space, Conference Shipping, Non-Conference Shipping, Charter

Shipping, Charter Party, Shipping Stowage, Ocean Shipping Procedure _ Types of Ships, Mail and Supply ships, Expedition ships, Coasters, Bulk Carriers, Tankers, Refrigerated vessels and Reefers, Live stock carriers, LNG carriers, Car carriers, Container ships, Heavy Lift Vessels, Ro-Ro vessels _ **Shipping Intermediaries;** Customs Brokers, Freight Forwarders and consolidators, Shipping agents, Custom Agents, Stevedores

UNIT-3

Important Sea routes: Northern sea route, North Atlantic route, Mediterranean Route, Baltic route, Indian Ocean route, Cape route _ **Major Ports in India:** Government Policy for ports, Shipping Corporation of India, The Major Port trust act, 1963, International Chamber of Shipping, Indian National Ship owners' Association, World Major Ports; Major Ports and Port Codes, Sea Port of the World

UNIT-4

Containerization: Origin, Twenty foot Equivalent Unit, Sizes, Flavors, Swap bodies, Registration, classification number, Movement of Containers, Recent Development, Safety of Container ships, Container classification, Dimensions, Rating, Marking and benefits of containerization

Reference Books:

1. Michael L. Easton, International shipping, Global Training Center, Inc - 1992
2. Elements of Shipping, Alan E. Branch, Routledge, New York, 2007
3. Y. H. Venus Lun, Kee-hung Lai, T. C. Edwin Cheng, Shipping and International Logistics, Springer London, 2010
4. S. Sudalaimuthu & S Anthony Raj, Logistics Management for International Business, Text and Cases, Prentice Hall of India, New Delhi, 2009
5. Bruce Farthing, Mark Brownrigg, International shipping: an introduction to the policies, politics, and institutions of the maritime world, Lloyd's of London Press, London, 1993
6. G. P. Pamborides, International Shipping Law: Legislation and enforcement, A N S Publisher, Athens, 1997