

**Nagarjuna College of Engineering and Technology,
Bengaluru – 562 164**



***Outcome Based Education(OBE)/
Choice Based Credit System (CBCS) Curricula***

**MASTER OF BUSINESS ADMINISTRATION
2015 - 2017**


PRINCIPAL
Nagarjuna College of Engineering & Technology
Devanahalli (Tq) Bengaluru (Dt.)-Pin: 562164

Scheme of Study - First Semester – MBA

Sl. No	Subject Code	Subject	Teaching Dept	L-T-P-S (Hrs/week)	Total Credits	Marks
1.	15MBA11	Management & Organizational Behaviour	MBA	2-2-0-0	3	100
2.	15MBA12	Human Resource Management	MBA	3-0-2-0	4	100
3.	15MBA13	Marketing Management	MBA	3-0-2-0	4	100
4.	15MBA14	Accounting for Managers	MBA	3-0-2-4	5	100
5.	15MBA15	Quantitative Techniques	MBA	3-0-2-4	5	100
6.	15MBA16	Written Analysis & Executive Communication	MBA	3-0-2-0	4	100
7.	15MBA17	Economics for Managers	MBA	2-2-0-0	3	100
Total				19-4-10-8	28	700

L – Lecture T-Tutorials P-Practical S – Self Study

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Scheme of Study – Second Semester – MBA

Sl. No	Subject Code	Subject	Teaching Dept	L-T-P-S (Hrs/week)	Total Credits	Marks
1.	15MBA21	Entrepreneurial Strategy	MBA	3-0-2-0	4	100
2.	15MBA22	Financial Management	MBA	3-2-0-0	4	100
* Electives (Two papers from Three streams)						
I.HUMAN RESOURCE						
3.	15MBAHR211	Labor Legislations & welfare	MBA			
4.	15MBAHR212	Recruitment Selection & Compensation Management	MBA	3-0-0-4	4	100
5.	15MBAHR213	Organization Change & Development	MBA	3-0-0-4	4	100
II. MARKETING						
6.	15MBAMM221	Consumer Behaviour	MBA			
7.	15MBAMM222	Retail Management & e-commerce	MBA	3-0-0-4	4	100
8.	15MBAMM223	Service Marketing	MBA	3-0-0-4	4	100
III. FINANCE						
9.	15MBAFM231	Advanced Financial Management	MBA			
10	15MBAFM232	Security Analysis and Portfolio Management	MBA	3-0-0-4	4	100
11	15MBAFM233	Project Management	MBA	3-0-0-4	4	100
IV. BANKING & INSURANCE						
12	15MBAB&I 241	Principles & Practices of Banking & Insurance	MBA			
13	15MBAB&I 242	Banking & Insurance Products	MBA	3-0-0-4	4	100
14	15MBAB&I 243	Microfinance Management	MBA	3-0-0-4	4	100
Total				24-2-2-24	32	800

L – Lecture T-Tutorials P-Practical S – Self Study

Scheme of Study - Third Semester – MBA

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Sl. No	Subject Code	Subject	Teaching Dept	L-T-P-S (Hrs/week)	Total Credits	Marks
1.	15MBA31	Legal aspects of Business	MBA	3-0-1-0	4	100
* Electives (Three papers from Two streams)						
I. HUMAN RESOURCE						
2.	15MBAHR311	International Human Resource Management	MBA	2-0-0-1	3	100
3.	15MBAHR312	Learning & development	MBA	2-0-0-1	3	100
4.	15MBAHR 313	Work place ethics	MBA	2-0-0-1	3	100
5.	15MBAHR314	Personal growth & Stress Management	MBA	2-0-0-1	3	100
6.	15MBAHR 315	Public relations, conflict & negotiation management	MBA	2-0-0-1	3	100
II. MARKETING						
7.	15MBAMM321	Integrated marketing communications & Social Media marketing	MBA	2-0-0-1	3	100
8.	15MBAMM322	International marketing management	MBA	2-0-0-1	3	100
9.	15MBAMM323	Supply chain & logistics Management	MBA	2-0-0-1	3	100
10.	15MBAMM324	Strategic brand management	MBA	2-0-0-1	3	100
11.	15MBAMM325	Marketing research	MBA	2-0-0-1	3	100
III. FINANCE						
12.	15MBAFM331	Management Accounting & control systems	MBA	2-0-0-1	3	100
13	15MBAFM332	Mergers & Acquisitions & corporate Restructuring	MBA	2-0-0-1	3	100
14	15MBAFM333	International Financial management	MBA	2-0-0-1	3	100
15	15MBAFM334	Tax Management	MBA	2-0-0-1	3	100
16	15MBAFM335	Futures & options	MBA	2-0-0-1	3	100
IV. BANKING & INSURANCE						
17	15MBAB&I 341	Banking Technology Management	MBA	2-0-0-1	3	100
18	15MBAB&I 342	International Banking	MBA	2-0-0-1	3	100
19	15MBAB&I 343	Investment Banking & Financial Services	MBA	2-0-0-1	3	100
20	15MBAB&I 344	Treasury & Forex Management	MBA	2-0-0-1	3	100
21	15MBAB&I 345	Strategic Credit Management	MBA	2-0-0-1	3	100
22	15MBA32	Mini Project	MBA	0-0-0-4	4	100
Total				24-2-2-24	26	800

L – Lecture T-Tutorials P-Practical S – Self Study

MINI PROJECT (Total Credit – 4)

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Guidelines for 4 Week Project work (15MBA37) between 3rd and 4th semester Autonomous MBA

OBJECTIVE

To expose the students to the working of the organization/ company /industry

To take up an in-depth study of an issue / problem in the area of General Management/Any area of specialization

STRUCTURE

The project work shall consist of three parts

Part - A - Study of the industry - One week - 20% of the marks is allocated

Part - B - Study of an Issue / Problem -Two weeks - 40% of the marks is allocated

Part – C - Report Writing – One week -40% of the marks is allocated

GENERAL GUIDELINES

1. The project work shall be for a period of 04 weeks immediately after the completion of 2nd Sem Examinations but before the commencement of the 3rd semester classes.
2. The Subject code of the project work report shall be 15MBA37 and shall be compulsory for all the students.
3. The Institution shall receive ONE copy of the project report prior to the commencement of the 3rd semester.
4. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
6. On completion of the project work, student shall prepare a report with the following format.
 - i. The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size and a maximum of 15 pages
 - ii. All the reports shall be printed in the A4 size 1” margin on all the sides.
 - iii. The report shall be bound, facing sheet indicating the name of the students, title, month & year of submission
 - iv. A certificate by the guide and HOD indicating the bonafide performance of the project by the student to be enclosed.
 - v. An undertaking by the student to the effect that the work is independently carried out by him.

PART - A

INDUSTRY PROFILE- Broad outline of the industry

SWOT analysis

2. COMPANY PROFILE (When required)

- a. Background and inception of the company
- b. Nature of the business carried
- c. Vision, Mission and Quality Policy
- d. Products/ Services Profile
- e. Area of Operation – Global / National / Regional
- f. Competitors Information
- g. Achievement/Award if any

PART – B

1.

- a. General Introduction
- b. Statement of the problem
- c. Objectives of the study
- d. Need for the Study
- e. Methodology used
- f. Limitations of the study

PART – C

Analysis: Interpretation of results, findings, observations

- c. Conclusions and suggestions
- d. Annexure
 - Questionnaire/schedule relevant to the project
 - Figures, graphs, photographs etc.,
- e. Bibliography

TOPICS FOR PROJECTS:

Group –I: Organizational study and Identification of a problem in the organization

Ex: Absenteeism, Low Sales etc.

Group –II: Declining trend for higher education w.r.t. Biotech and Higher Education

Group –III: Health Care Management with special reference to Diabetes Self Care Management

Group –IV: Waste Management at Chikballapur

Group – V: A Study on problems and prospects for Agriculture in Chikballapur

Scheme of Study -Fourth Semester – MBA

Management Thesis (Total Credit – 14)

To be carried out for entire semester. Detail schedule will be finalized after BOS meeting.

TOTAL CREDITS

I SEM	II SEM	III SEM	IV SEM	TOTAL
28	32	26	14	100

PROGRAM OUTCOMES

- 1. Managerial Knowledge:** Apply the knowledge of functional areas of management like HR, Marketing and Finance to the solution of complex management problems.
- 2. Problem Analysis:** Identify, formulate and collecting research literature to analyse complex managerial problems in order to reach substantiated conclusions.
- 3. Design/Development of solutions:** Design solutions for complex management problems and identify the processes to meet the specified managerial needs with appropriate consideration for public health, safety, cultural, societal and environmental considerations.
- 4. Conduct Analysis of complex problems:** The problems which cannot be solved by straight forward application of knowledge, theories and techniques to management discipline which may not have unique solution (Example: Employee Discipline), which need to be modeled within appropriate HR framework.
- 5. Use of ICT:** Extensive use of ICT for understanding the practical issues involved in management.
- 6. Manager and Society:** Apply reasoning to assess the social, legal and cultural issues impacting the management profession.
- 7. Environment & Sustainability:** Understand the impact of management problems in the context of society and macro environment.
- 8. Ethics:** Apply ethical principles in practice of management such as hiring, firing, promotion etc.
- 9. Individual and team work:** Function effectively as an individual and as a member of a team.
- 10. Communication:** Communicate effectively on various managerial issues concerning the society at large and comprehend, write and present effective reports.
- 11. Project Management and Finance:** Demonstrate knowledge and understanding of the engineering and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.
- 12. Life-long learning:** Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of managerial change.

PROGRAM SPECIFIC OUTCOMES (PSO's)

1. PSO1: Professional Skills:

The ability to understand, analyse and develop models in the areas related to business, e-commerce, logistics and quality for efficient design of systems of varying complexity.

2. PSO2: Problem Solving Skills:

The ability to apply standard practices and methodologies to analyse and offer suggestions to research problems, which facilitates effective solutions for business.

3. PSO3: Technical Skills:

The ability to use information technology tools to solve the managerial problems and aid in effective management decisions. Example: ERP, MIS etc.

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MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Course Code	: 15MBA11	L:T:P:S	Credits	: 3
Exam marks	: CIE: 50 SEE: 50	2:2:0:0	Exam Duration	: 3 hours

Course Objectives:

1. To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
2. To make students knowledgeable of historical development, theoretical aspects and practice application of managerial process
3. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.

Syllabus:

Module 1

Introduction: Management: Introduction, definition of management, functions, levels and types of managers, managerial roles, Skills for managers, Fayol's fourteen principles of management and recent trends in management. **(04 Hours)**

Module 2

Nature of planning, planning process, objectives, MBO, strategies, level of strategies, policies, methods and programs, decision making, process, types, techniques in decision making. **(06 Hours)**

Module 3

Organizing: Organization structure, formal and informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization, Types of organizational structures **Controlling:** Controlling, importance of controlling, controlling process, types of control **(06 hours)**

Module 4

Introduction: Organizational Behaviour: Definition, fundamental principles of OB, challenges and opportunities. **Foundations of Individual Behaviour:** Individual behavior, Ability: Intellectual abilities, Physical ability, and the role of disabilities. **Personality:** Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. **Attitude:** Formation, components of attitudes, relation between attitude and behavior. **Perception:** Process of perception, factors influencing perception. **Emotions:** Affect, mood and emotion and their significance, basic emotions, emotional Intelligence. **(08 hours)**

Module 5

Motivation and Leadership:

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Motivation: Meaning, Maslow's theory, two factor theory, Theory X and Y.

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, transactional and transformation leadership. **(04 Hours)**

Practical Component:

1. Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Module 2 and justifying why such structures are chosen by those organizations.
2. Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.
3. Identifying any five job profiles and listing the various types of abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

Course outcome:

Students will be able to:

- Apply various principles of management in their profession.
- Devise their plan for activities.
- Adopt suitable structure of organization.
- Identify traits of personality and analyze the effect of attitude in organizational behavior.
- Interpret and apply leadership traits in real time.

Text Books:

1. Organizational behavior, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012.
2. Introduction to organizational Behaviour – Michael Butler, Jaico Publishing House,
3. Organization Behaviour – Ashwathappa, Himalaya Publication House
4. Organizational Behaviour - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012.

Reference Books:

1. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
2. Management and Organizational Behaviour - Laurie J Mullins, Pearson education
3. Fundamentals of Organizational Behaviour - Slocum/Hillriegel. Cengene Learning
4. Organizational Behaviour - Aquinas P. G, Excel BOOKS.

E-Resources:

1.

http://www.untDallas.edu/sites/default/files/page_level2/pdf/library/Organizational%20Behavior.

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Course Code	: 15MBA12	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:2:0	Exam Duration	: 3 hours

Course Objectives:

1. To develop a meaningful understanding of HRM theory, functions and practices.
2. To apply HRM concepts and skills across various types of organizations.
3. To understand recruitment, selection, performance appraisal, employee welfare as functions of HRM

Syllabus:

Module 1

Human Resource Management: Introduction, meaning, nature, scope of HRM. Importance and Evolution of HRM, Major functions of HRM, Principles of HRM, Role & challenges of HR Manager. Recent techniques in HRM. **(06 Hours)**

Module 2

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification. **Human Resource Planning:** Objectives, Importance and process of Human Resource Planning, **Recruitment:** Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment. **(10 Hours)**

Module 3

Selection: Definition and Process of Selection. **Induction/Orientation, Training and development:** Training v/s development, Executive Development, Systematic Approach to Training (TNA), Training Methods, **Internal & external Mobility-** Career and Succession Planning. **(10 hours)**

Module 4

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. **Compensation:** Objectives, Job Evaluation, Compensation Pay Structure in India, Factors Influencing Compensation Levels. **(06 hours)**

Module 5

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. **Employee Grievances:** Employee Grievance procedure, Grievances Management in Indian Industry. **Discipline:** Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees. **Industrial Relations:** Overview, industrial relations scenario: current issues and future challenges. **Industrial disputes:** preventive and settlement machinery, collective bargaining, **(10 Hours)**

Practical Component:

1. Ask students to prepare the recruitment advertisement for a newspaper.

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CO-PO MATRIX																
Program Outcomes-POs										PSOs						
Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	
2. Preparation of job description and job specification.																
3. Expose students to standard selection tests followed in various sectors.																
4. Exploring performance appraisal practices on various sectors.																
5. Students to prepare an appointment letter for the post of office manager of a known company.																
15MBA11																
1																
15MBA12																
2																
2																
15MBA13																
2																
2																
15MBA14																
2																
2																
15MBA15																
5																
5																

TEXT BOOKS:

1. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
2. Personnel and Human Resource Management-Text & cases- P.Subba Rao, HPH
3. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012.
4. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
5. Human Resource Management – Aswathappa K HPH

REFERENCE BOOKS:

1. Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
2. Human Resource Management – John M. Ivancevich, 10/e, McGraw Hill

E-Resources:

1. http://corostrandberg.com/wpcontent/uploads/files/CSR_and_HR_Management1.pdf
2. <http://panosa.org/wp-content/uploads/2015/01/resource1.pdf>

MARKETING MANAGEMENT

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Course Code	: 15MBA13	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:2:0	Exam Duration	: 3 hours

Course Objectives:

1. To provide students an insight to basic concepts of marketing management.
2. To help students understand various marketing tools/models for solving marketing problems in the changing business environment.
3. To understand fundamental premise underlying market driven strategies.

Syllabus:

Module 1

Introduction to Marketing: Introduction, Definitions of market and marketing, Elements of Marketing Concept, old v/s modern marketing concept, Functions of Marketing, Marketing Environment – Assessing the impact of micro and macro environment, Recent Trends in Marketing, Relationship Marketing – Customer Relationship Management. **(07 Hours)**

Module 2

Understanding Consumer Behaviour: Meaning, Importance and characteristics, Buying motives, Factors influencing buying behaviour, Buying habits, Stages in consumer buying decision process. **(07 Hours)**

Module 3

Market Segmentation, Targeting & Positioning: Concept of Market Segmentation, Benefits, Factors influencing Segmentation, Basis for Segmenting Consumer Markets. **Targeting** - Bases for identifying target Customer target Marketing strategies. **Positioning** - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. **Branding** - Concept of Branding, Types, Brand Equity, Branding strategies. **(08 hours)**

Module 4

Product and Pricing decisions: Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development. **Pricing decisions:** Significance of pricing, factor influencing pricing (Internal factor and External factor), Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Planning: meaning, concepts, steps involved in marketing planning, marketing audit- meaning, feature, and various components of marketing audit. **(08 hours)**

Module 5

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System.

Integrated Marketing Communications: Concept of communication mix, communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Evaluating Advertising Effectiveness. **Sales Promotion** - Kinds of Promotion, Tools and Techniques of Sales Promotion, Push and pull Strategies. Personnel Selling - Concept, Features, Functions, and Steps involved in personal Selling. **Publicity** - Meaning, Objectives, Types, Functions of Public relations. **Direct Marketing** -Meaning, Features and Functions.

(12 Hours)

Practical Component:

1. Analyze Product Life Cycle of few Products like-Electronic goods, Computers.
2. Analyze Packaging strategies used by FMCG companies
3. Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies.

Course outcome:

Students will be able to:

- Apply the various P's of marketing based on the situation.
- Adapt suitable marketing strategies.
- Make marketing decisions based on the changes in the customer preference.
- Position the product in the appropriate segment.
- Come out with an appropriate marketing plan in the real time.

Text Books:

1. Marketing Management: A South Asian Perspective – Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
2. Marketing Management, Ramaswamy V. S. & Namakumari S. 4/e, TMH, 2014
3. Fundamentals of Marketing Management, Etzel M.J B.J Walker & William J. Stanton, 14/e, MH, 2012
4. Marketing Management, Tapan Panda, 2/e, Excel Publication

Reference Books:

1. Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
2. Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.
3. Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.

E-Resources:

1. www.insead.edu/library/E_resources/
2. <http://www.ebscohost.com>

3. http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf

ACCOUNTING FOR MANAGERS

Course Code	: 15MBA14	L:T:P:S	Credits	: 5
Exam marks	: CIE: 50 SEE: 50	3:0:2:4	Exam Duration	: 3 hours

Course Objectives:

1. To make students aware of fundamental accounting concepts & vocabulary.
2. Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
3. Prepare basic entries for business transactions and present the data in an accurate and meaningful manner.
4. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Syllabus:

Module 1

Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equation (problems on accounting equation).

(04 Hours)

Module 2

Preparation of books of original records: Journals, Subsidiary books, three column cash book, Ledgers and trial balance.

(10 Hours)

Module 3

Measurement of Business Income and Financial position: Preparation of Trading, Profit and loss account, balance sheet under sole trading concern & Joint Stock Company.

(10 hours)

Module 4

Analysis of Financial Statements: Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios. (Problems on mandatory ratios used in Industry)

(10 hours)

Module 5

Accounting Standards and IFRS: Need for accounting standards. IFRS and proposed Changes in Indian Accounting Standards. **Emerging issues in Accounting:** Corporate Governance and clause 49 of the listing Agreement, Human Resource Accounting, Forensic Accounting, Window Dressing-Sustainability Reporting.

(08 Hours)

Practical Component:

1. Classification of transactions, classification of items into types of account.
2. Collecting subsidiary books of various institutions and presenting the same in the class.
3. Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
4. Analyzing the companies' financial effectiveness and presenting the same in the class.
5. Identify the sustainability report of a company and study the contents.

Course outcome:**Students will be able to:**

- Apply the Principles of Accounting in the real time working.
- Learn to maintain the ledger books in an organization.
- Analyze the balance sheet and know the financial effectiveness of the company.
- Calculate the crucial ratios in determining profitability of the organization.
- Apply the recent trends followed in computation of Company Accounts.

Text Books:

1. Maheswari S. N, Maheswari Sharad K. Maheswari, A Text book of Accounting For Management, 2/e, Vikas Publishing house (P) Ltd.
3. Narayanaswamy R Financial Accounting: A Managerial Perspective –, 5/e, PHI,2014
4. Tulsian P. C, Financial Accounting, 1/e, Pearson Education.

Reference Books:

1. Accounting for Managers- Jawaharlal, 5/e, Himalaya Publishing House, 2011.
2. Raman B. S, Financial Accounting –, Vol I & Vol II, United Publishers,1/e, 2009.
3. Ashish K Bhattacharya, Introduction to Financial Statement Analysis, Elsevier India
4. Bhattacharya Essentials of Financial Accounting (Based on IFRS), 2/e, Prentice Hall
5. Accounting and Financial Management, Thukaram Rao
6. Advanced Accounting SHUKLA, M.C., GREWAL, T.S., GUPTA, S.C.

E-Resources:

1. <http://www.accountntools.com/basic-accounting-principles>
2. <http://www.idbi.com/pdf/financialresulats/diff-GAAP-IFRS.pdf>
3. <http://www.accountingcoach/income-statement/explanation>

QUANTITATIVE TECHNIQUES

Course Code	: 15MBA15	L:T:P:S	Credits	: 5
Exam marks	: CIE: 50 SEE: 50	3:0:2:4	Exam Duration	: 3 hours

Course Objectives:

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1. To make students aware of the fundamental concepts of data collection, classification and tabulation.
2. To make students proficient in the use of basic charts, graphs and tables to aid presentation of data.
3. To make students proficient in the use of descriptive statistical tools.
4. To make students aware of concepts of statistical measures and probability.

Syllabus:

Module 1

Statistics – Definition, Importance and Scope in Managerial Decision Making, Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives. **(08 Hours)**

Module 2

Measures of Central Tendency: Arithmetic Mean, Geometric Mean and Harmonic Mean Median and Mode, Quartiles and Percentiles. **Measures of Variation:** Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation. **(08 Hours)**

Module 3

Correlation and Regression: Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank, Correlation, Regression Analysis - Regression Lines and Regression Coefficient. **Business Forecasting:** Methods of Forecasting, Time Series Analysis: Components of Time Series. **(08 hours)**

Module 4

Probability: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Theoretical Probability Distributions: Binomial, Poisson and Normal. **(08 hours)**

Module 5

Sampling and Sampling Distribution: Concept and Definitions - Census and Sampling - Probability Samples and Non-Probability Samples. Relationship between Sample size and errors. **Test of Hypothesis:** Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification. **(10 Hours)**

Practical Component:

Students are expected to find the following parameters:

1. Construction of one way and two way tables
2. Arithmetic Mean
3. Geometric Mean
4. Harmonic Mean
5. Median, Mode

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6. Quartiles, Deciles, Percentiles
7. Minimum, Maximum, Range
8. Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance
9. Correlation coefficient
10. Regression coefficient – Slope (b in $y = a + bx$)
11. Regression Constant – Intercept (a in $y = a + bx$)
12. Z-Test, t-test, F-test Values
13. Analysis of Variance (ANOVA) Values

Course outcome:

Students will be able to:

- Collect, classify and tabulate data. Present data using charts, graphs and tables.
- Demonstrate the use of descriptive statistical tools.
- Develop skills in the use of techniques of correlation, regression and forecasting.
- Utilize the knowledge of probability distribution in business decision making.
- Understand the methodology of sampling and utilize the knowledge of hypothesis testing in research area.

Text Books:

1. Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 2012
2. Statistics for Management, Richard I Levin, Pearson Education / PHI, 7/E, 2013
3. Complete Business Statistics 7/e, Aczel and Sounder Pandian, Tata-McGraw Hill, 2012

CO-PO MATRIX

Reference Books:

1. Statistics – Concepts and Applications, Nabendu Pal and Sahadeb Sarkar, PHI, 1/e, 2012
2. Business Statistics – R S Bhardwaj, Excel Books, 2013
3. Statistical Methods, S. P. Gupta, Sultan Chand & Sons, 2011
4. Business Statistics, J.K. Sharma, Pearson, 2013

Course Outcomes	Program Outcomes POs												PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
E-Resources: 15MBA15.1	2	2													
1. http://wiki.stat.ucla.edu/socr/index.php/Probability_and_statistics_EBook															
15MBA15.2			2	2							2				
15MBA15.2															
15MBA15.3				3								2			
15MBA15.4				2							2				
15MBA15.5											2	2			

WRITTEN ANALYSIS AND EXECUTIVE COMMUNICATION

NCET – Scheme and Syllabus 2015-16

Course Code	: 15MBA16	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:2:0	Exam Duration	: 3 hours

Course Objectives:

1. To improve the conceptual understanding of written, oral and symbolic communication
2. To know the importance of communication for a manager.
3. To understand the barriers of Communication.

Syllabus:

Module 1

Communication: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation. Communication in a cross-cultural setting. **(06 Hours)**

Module 2

Oral communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Nonverbal communication, Facing interviews. **(07 Hours)**

Module 3

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features ,Adaptation and selection of words – Construction of Sentences and Paragraphs. **(07 hours)**

Module 4

Letter writing – Inquiry, Reply to Inquiry, Order, Adjustments grants and refusals, Claim, Credit Refusals – Sales letter – Persuasive letter. Memo, Circular, Tender, Notice Agenda, Minutes, Preparation of CVs. **(10 hours)**

Module 5

Report: meaning, Types of Report, Project Report and Appraisal Report, Contents of a Formal Report, Mechanics of Report writing. Preparation of notice of meeting, resolution and minutes of meeting. Recent trends in communication, Technology enabled communication- Telephone conversation, Email, SMS, Video conferencing. **(12 Hours)**

Practical Component:

1. Demonstrate the effect of noise as a barrier to communication.
2. Make students enact and analyze the non-verbal cues .
3. Give exercises for clarity and conciseness in written communication.
4. Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,

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5. Demonstrating Video conferencing & teleconferencing in the class.
6. Conduct a mock meeting of students in the class identifying an issue of their concern.
7. The students should prepare notice, agenda and minutes of the meeting.

Course outcome:

Students will be able to:

- Understand importance of communication & adopt suitable context based communication.
- Learn the application of verbal & non verbal communication and face interview.
- Adopt effective written communication techniques
- Draft different types of business letters.
- Prepare various types of report using different technologies.

Text Books:

1. Business Communication: Concepts, Cases and Applications – Chaturvedi P. D, & Mukesh Chaturvedi, 2/e, Pearson Education, 2011.
2. Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
3. Communication – Rayudu C. S, HPH
3. Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
4. Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.

Reference Books:

1. Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.
2. Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

E-Resources:

1. <http://promeng.eu/downloads/training-materials/ebooks/soft-skills/effective-communication-skills.pdf>

ECONOMICS FOR MANAGERS

Course Code	: 15MBA17	L:T:P:S	Credits	: 3
Exam marks	: CIE: 50 SEE: 50	2:2:0:0	Exam Duration	: 3 hours

Course Objectives:

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1. To introduce key economics concepts.
2. To know the difference between micro and macro economics.
3. To help the student know what an economy is and understand how the concepts have a bearing on the economy.

Syllabus:

Module 1

Economics: Definitions of different economists, Meaning, Nature, Scope & Significance
Demand-Law of Demand, Exceptions to the Law of Demand, **Supply**- Law of supply, equilibrium. Problems on demand & supply. **Elasticity of Demand**- Price, Income, Cross Elasticities, Uses of Elasticity of Demand for Decision Making, Problems on Elasticity of Demand. **(07 Hours)**

Module 2

Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - **Monopoly:** Features, Pricing under Monopoly, Price Discrimination. **Oligopoly:** Features, Kinked Demand Curve, Cartel, Price Leadership. **Monopolistic Competition:** Features, Pricing under monopolistic Competition, Product Differentiation. **Pricing** - Descriptive Pricing- Price Skimming, Price Penetration. **(05 Hours)**

Module 3

Production Analysis: Concepts, Production Function- Law of Variable Proportions, ISO-Quant's & ISO Cost line, Laws of Returns to Scale- Economies and Diseconomies of Scale. **Cost Functions:** Cost Concepts, Different types of cost curves and their importance **Revenue & Profits:** Concepts, Break Even Analysis- Meaning, Limitations and Uses of BEA in Economics. (Problems on BEP) **(05 hours)**

Module 4

Globalization: Meaning, need, phases, PEST Analysis. **Indian Economic Environment:** Overview of Indian Economy, Recent changes in Indian Economy Impact of Globalization on Indian Economy across Sectors. **Foreign Policy:** Impact on India's Foreign Trade. **National Income:** Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. **Business Cycle**– Features, Phases, economic indicators, **Inflation:** Types, causes, Measurement, **Recession:** Causes, impact on the economy. **(06 hours)**

Module 5

Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget. **Monetary Policy:** Measures of Money Supply, Monetary Policy in India– objectives, tools for Credit Control. Impact of policies across different sectors. RBI, Banking structure in India. **(05 Hours)**

Practical Component:

1. Study of demand /price elasticity for a product when there is a price increase or decrease.
2. An in-depth study of economic indicators on the growth rate
3. Analysis of recent budget, fiscal discipline

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4. A study on the effect of monetary policy on banking and the economy

Course outcome:

Students will be able to:

- Understand the fundamentals of working of an economy.
- Analyze the market morphology
- Understand the relationship between production, cost and revenue in the long and short run
- Appreciate Indian economy and compare Indian economy with global economy.
- Recognize the impact of economic policies across different sectors

Text Books:

1. Managerial Economics, D.N Dwivedi, 6thedition, Vikas Publication.
2. Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
3. Managerial Economics, H. L Ahuja, S. Chand, 2011
4. Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication.
5. Indian Economy, Misra and Puri, Himalaya Publications
6. Business Environment Text and Cases by Justin Paul, 3rdEdition, McGraw-HiMcGraw-Hill Companies.

Reference Books:

1. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, 6e, Oxford Publication, 2010
2. Managerial Economics, Yogesh Maheswari, PHI, 2013

E-Resources:

1. https://mises.org/sites/default/files/Principles%20of%20Economics_5.pdf
- 2.

http://www.londoninternational.ac.uk/sites/default/files/programme_resources/lse/lse_pdf/subject_guides/ec1002_ch1-4.pdf

1: Slight 2: Moderate (Medium) 3: Substantial (High)

II SEMESTER

Core Papers

ENTREPRENEURIAL STRATEGY

Course Code	: 15MBA21	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:2:0	Exam Duration	: 3 hours

Course Objectives:

1. To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
2. To provide insight to students on entrepreneurship opportunities.
3. To explain core concepts in strategic management.
4. To focus on formulating, implementing and executing business strategies in today's market environments.

Syllabus:

Module 1

Entrepreneur: Meaning of entrepreneur: Evolution of the concept: Functions of an Entrepreneur, Types of Entrepreneur, Development of Entrepreneurship; The Entrepreneurial Culture; Stages in entrepreneurial process, Intrapreneur- an emerging class, family business, social entrepreneurship. **(06 Hours)**

Module 2

Creativity and Innovation: Creativity, Source of New Idea, Ideas into Opportunities. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Concept and Models of Innovation.

Business Planning Process: Meaning of business plan, Business plan process, Marketing plan, Production/operations plan, Organization plan, financial plan, final project report with feasibility study, preparing a model project report for starting a new venture. **(08 Hours)**

Module 3

Institutions Supporting entrepreneurs: Small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industrial Policy of Government of India. **(08 hours)**

Module 4

Strategic Management :Meaning and Nature of, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process. Relationship between a Company's Strategy and its Business Model, Strategy Formulation – Developing Strategic Vision and Mission for a Company – Setting Objectives – Strategic Objectives and Financial Objectives. **(08 hours)**

Module 5

Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment –Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – concept and implementation. Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking, Generic Competitive Strategies – International Business level Strategies. Strategic Alliances and Collaborative Partnerships – Mergers and Acquisition Strategies – Outsourcing Strategies –integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix. **(12 Hours)**

Practical Component:

1. Students should prepare a Business Plan and present it.
2. Interview a local entrepreneur to find out his/her major motivations to start a business.
3. Mission and Vision statements of a few companies and comparing them.
4. Conduct SWOT analysis of your institution and validate it
5. Tailoring strategies to revive declining companies

Course outcome:

Students will be able to:

- Understand the concept & process of entrepreneurship
- Learn creative problem solving techniques & prepare business plan to take up entrepreneurial activities.
- Know various entrepreneurship supporting institutions and approach different financial institutions for business
- Formulate, implement & execute suitable strategy
- Suggest appropriate strategy for companies to improve their business.

Text Books:

1. Vasant Desai, Entrepreneurship Development and Management, House, 2007.
2. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise-Pearson Education, 2007
3. Robert D. Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, 6/e, The McGraw-Hill companies, 2007
4. Crafting and Executing Strategy, Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.

Reference Books:

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1. Strategic Management - An Integrated Approach, Charles W. L. Hill, Gareth R. Jones, 3/e Cengage Learning.
2. Business Policy and Strategic Management, Subba Rao P, 1/e HPH.

CO-PO MATRIX															
E-Resources:															
Course Outcomes	Program Outcomes-POs											PSOs			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS0 1	PS0 2	PS03
15MBA21.1	2														
15MBA21.2		2	2												
15MBA21.3	2			2											
15MBA21.4		3		2	2		2								
15MBA21.5								***		2	2	2			

FINANCIAL MANAGEMENT

Course Code : 15MBA22	L:T:P:S	Credits : 4
Exam marks : CIE: 50 SEE: 50	3:2:0:0	Exam Duration : 3 hours

Course Objectives:

1. To provide students with the conceptual knowledge of the nature of financial management,
2. To make student understand time value of money and the activities involved in raising, allocation and distribution of finance associated with business organization.
3. To explain students the various techniques of project evaluation techniques and conceptual knowledge about capital structure and theories.
4. To expose the students to working capital, dividend decisions and Leverages. To enable the students to apply the techniques in financial decision making.

Syllabus:

Module 1

(06 Hours)

Introduction To Financial Management : Introduction to finance, Meaning and definitions, Scope of Financial Management, finance functions, financial goals of a firm, objectives of financial management– profit maximization and wealth maximization. Changing role of finance managers, Agency problem. **Indian Financial system** – Functions, Financial Market–Primary Market & Secondary Market-stocks & Commodities market, Money Market, Forex Markets (Theory Only).

Module 2 (06 Hours)

Time value of money – Time Lines & Notation, Future value of single cash flow & annuity, Present value of single cash flow, annuity & perpetuity. Compounding, Continuous Compounding, Effective Rate of Interest, Simple interest & Compound interest, Capital recovery & loan amortization.

Module 3 (10 hours)

Cost of Capital: Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problems)

Module 4 (10 hours)

Long-Term Investment Decisions: Investment decisions - Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Capital Rationing.

Module 5 (10 Hours)

Capital Structure And Dividend Decisions: Capital structure decisions – Planning the capital structure. (No capital structure theories to be covered). **Leverages** – Determination of operating leverage, financial leverage and total leverage. **Dividend policy** – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered). **Working capital management** – factors influencing working capital requirements. Current asset policy and current asset finance policy, Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management).

Practical Component:

1. Students can choose the companies of their choice and study the pattern of the fund raised and its impact of the same on the stock price.
2. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
3. Students can choose companies of different sectors and calculate the leverages.
4. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.

Course outcome:

Students will be able to:

- Identify financial challenges, tools and techniques for decisions and would get a glimpse of practices.
- Identifying time value of money and its relevance in decision making.
- Recognize and identify the different sources of capital raising by the organization
- Using the concept of cost of capital students will be able to advice regarding investment decisions.
- Identify the requirement of capital structure & working capital of an organization in any sector.

Text Books:

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1. Financial Management – Prasanna Chandra, 8/e, 2013, TMH Publications.
2. M.Y. Khan & P.K. Jain – Financial Management (TMH), 3/e, 2014.
3. Financial Management – I M Pandey – Vikas Publishing House, 10th edition, 2010.
4. Financial Management, Shashi K Gupta and R K Sharma, 8th Revised Edition, Kalyani Publishers, 2014.
5. Financial Management, Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press, 2011.

Reference Books:

1. Financial Management, V K Bhalla, 1st Edition- S. Chand, 2014.
2. Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.
3. Corporate Finance, Damodaran , 2/e, Wiley India (P) Ltd., 2004
4. Financial Management, Paresh P., Shah 2/e, Biztantra.

E-Resources:	Program Outcomes-POs												PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
1. http://www.efinancemanagement.com/financial-management															
2. http://www.structuringfinance.com/capital-structure/what-is-capital-structure															
3. http://www.fao.org/docrep/w343e07.htm															
15MBA22.1	2	2													
15MBA22.2		2	2									2			
15MBA22.3			2	2							2				
15MBA22.4			2				2				3				
15MBA22.5	2	2									2				

ELECTIVES

I. HUMAN RESOURCE

LABOUR LEGISLATION AND WELFARE

Course Code	: 15MBAHR211	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To acquire an understanding of prevailing labour laws in India
2. To understand the significance of labour welfare
3. To understand the limitations prevailing in various labour laws.
4. To understand the existing provisions regarding night shift employees.

Syllabus:

Module 1

Labour Legislation: Meaning, need, objective, scope, growth, growth of labour legislation in India, impact of ILO & LL, Protective and regulative labour legislations, factory Act 48, Mines Act-1952, Shops and Establishment. **(08 Hours)**

Module 2

Legislation Concerning Wages And Bonus: Payment of Wages Act -1936, Minimum Wages Act-1948, Payment of Bonus Act-1965, Equal Remuneration Act-76. **(08 Hours)**

Module 3

Legislation Concerning Social Security : Workmen's compensation act 1923, Employee state insurance act 1948, Employees Provident fund act 1952, Maternity Benefit act 1961, Payment of gratuity act 1972, and Misc. Act 1996. **(08 hours)**

Module 4

Welfare : Meaning, need, objectives, statutory requirement, emerging issues, welfare of human employee, preferential statement, physically challenged, need for special consideration. **(08 hours)**

Module 5

Night Shift Working and Prevention Of Sexual Harassment At Workplace: Labour legislation pertaining to employees working on night shifts; specific provisions for female employees; creation of conducive work environment during night shift; moral and ethical issues arising due to night shift and HR intervention; impact of night shift working on family and social life; counseling. Supreme court in Vishaka versus state of Rajasthan case, employer responsibility to create harassment free work place, training employees for good behavior, modifying services rules to sexual harassment as misconduct- punishing the perpetrator and protecting the victim. **(10 Hours)**

Self learning concepts:

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1. Information on calculation of PF
2. Collecting information on incidents relating to sexual; harassment at work place
3. Gathering information on welfare facilities provided by different companies
4. Measures taken by BPO sectors for protection of women working on night shifts.
5. To understand the calculation of bonus

Course outcome:

Students will be able to:

- Apply the provisions of appropriate labour laws in business organizations.
- Suggest suitable amendments in the existing laws.
- Suggest the need for passing new legislation or consolidate existing legislations based on contemporary situations.
- Implement effective measures for work life balance among night shift employees.
- Aware of various social security measures concerning them as employees of organisation.

Text Books:

1. B.D Singh – Labour Laws for Managers – Excel Books
2. A.M.Sharma – Industrial Jurisprudence and Labour Legislation – HPH

Reference Books:		CO-PO MATRIX													
1. Course Outcomes	Program Outcomes-POs												PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
15MBAHR211.1	3														
15MBAHR211.2	http://www.delhi.gov.in/DoIT/DoIT_Planning/lwt189.pdf														
15MBAHR211.3	http://labour.nic.in/content/dg/lw2/RTI_Headquarter.pdf												2		
15MBAHR211.4							2	2							
15MBAHR211.5					2	2						2			

RECRUITMENT, SELECTION & COMPENSATION MANAGEMENT

Course Code	: 15MBAHR212	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To enable students to understand and apply the principles of recruitment and Selection trends in the industry.
2. To discuss the strategic importance of compensation to the achievement of organizational Goals.
3. To understand the components relating to Compensation.
4. To understand the principles & practices of incentives.

Syllabus:

Module 1

HR planning : Introduction – objectives of Human Resource Planning (HRP) benefits of HRP – factors affecting HRP – process, problems and limitations of HRP – **Recruitment** : Meaning and significance, Sources of recruitment -factors affecting recruitment policy – centralized and decentralized recruitment– recruitment techniques – recruitment process . **Hiring Process & Hiring decision**: Importance, Need analysis, job analysis. cost analysis, Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, automating, contracting. **(08 Hours)**

Module 2

Selection, Placement and Induction: Meaning – definition of selection – essentials of selection procedure – significance of selection process – selection procedure. **Interviewing**-Meaning and significance, methods, advantages and limitations. Interviewers and their preparedness. Interview content and process. Factors to be assessed in interviewing. **Antecedent Verification**- Meaning and significance, education, age, qualification, experience, good behavior at work, performance at work, verification for criminal antecedents, Placement and Induction. **(08 Hours)**

Module 3

Introduction to Compensation and Benefits: Meaning and Significance, purpose, components, types. Piece rated, time rated and skills based approaches. Daily, weekly and monthly payments. Characteristics of best compensation plans. Fixed pay and variable pay, Understanding the terminologies- compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, , subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, and stagnation increment. Workers compensation, managerial compensation and executive compensation **Law Relating to compensation** Payment of wages Act 1936, Minimum wages Act 1948, Payment of Bonus Act 1965, and Equal Remuneration Act1976. **(08 hours)**

Module 4

Economic theories of wages: Importance of economic theories in the understanding of compensation and benefits, the evolution of just wage doctrine of Thomas Aquinas, subsistence wage theory of Adam Smith and David Ricardo, wage fund theory of John Stuart Mill, marginal productivity theory of Alfred Marshal and John Bates Clark, bargaining theory by Arthur Cecil Pigou, residual claimant theory by Francis A. Walker , surplus value theory by Carl Marx.

(08 hours)

Module 5

Cost to Company (CTC) Method: Meaning and significance, advantages and limitations Components of CTC, Benefits -Meaning, significance and characteristics, basis for benefits payment, statutory benefits- occasional incentives, cash incentives and incentives as fringe benefits. Stock options. Taxation policy relating to incentives. **(10 Hours)**

Self learning concepts:

1. In Teams, select and analyze any two of the Job postings advertisements in Newspapers to know more about job description and job specification mentioned in each advertisement for every post.
2. Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week give at least four Job Descriptions and specification to each student, to search and download from the data base at least five resumes for each positions.
3. Students must compare and analyze compensation practices in different countries.

Course outcome:

Students will be able to:

- Evaluate the process and the intricacies in Recruitment & Selection.
- Adopt suitable recruitment practices in their career.
- Make hiring decisions.
- Devise pay structure for different kinds of jobs.
- Implement different types of incentive schemes based on performance of the employees.

Text Books:

1. Human Resource Selection, Robert D. Gatewood and Hubert S. Feild, South western
2. Cengage Learning, Mason, Ohio, 2001.
3. Compensation & Reward Management, BD Singh, 2nd edition, Excel BOOKS, 2012
4. Compensation, Milkovich & Newman, 6th edition, Irwin/McGraw-Hill

Reference Books:

1. Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002
2. Hiring & keeping the best people, HBS Press, 2013

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E-Resources:

1.

http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1141&context=key_workplace

2.

http://eilmuniversity.ac.in/coursepack/Management/International_Human_Resource_Management.pdf

CO-PO MATRIX

Course Outcomes	Program Outcomes-POs												PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
15MBAHR212.1	2														
15MBAHR212.2		2	3	2											
15MBAHR212.3						2			2	2					
15MBAHR212.4			2			2			2						
15MBAHR212.5									2			2			

ORGANISATION CHANGE AND DEVELOPMENT

Course Code : 15MBAHR213	L:T:P:S	Credits : 4
Exam marks : CIE: 50 SEE: 50	3:0:0:4	Exam Duration : 3 hours

Course Objectives:

1. To help the students to gain knowledge about the concepts of change management.
2. To understand the various components and constraints involved in Change management.
3. To understand different OD interventions and help students explore the different approaches and techniques involved in OD.

Syllabus:

Module 1

Organizational change- Introduction, nature of change, Internal & External changes, types of change, **Models of change-** Lewis's Force field, Action research model, organizational vision and strategic planning. **(08 Hours)**

Module 2

Resistance to change- reasons for the resistance, overcoming resistance for the change, change

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and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change. **(08 Hours)**

Module 3

Organization development-Introduction, history, evolution of OD, OD interventions-Definition, factors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. **Process of Organization Development:** Entering into OD relationship, developing a contract. **Diagnosing Organizations-** Need for diagnostic models, organization, group, individual level diagnosis. **(08 hours)**

Module 4

Human Process Interventions: Human process interventions (individual, group and inter-group human relations): **Individual based:** coaching, counselling, training, behavioural modelling, delegating, leading, morale boosting, mentoring, motivation, etc., **Group based:** conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. **Inter-group based:** Organization mirroring, third party peacemaking interventions. **(10 hours)**

Module 5

Techno-structural Interventions: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard, business process reengineering, downsizing and outsourcing. **Strategic Interventions:** Competitive and Collaborative Strategies, Organization transformation. **(08 Hours)**

Self learning concepts:

1. To conduct Force field analysis for any one company.
2. Hold a debate in the classroom about downsizing the workforce.
3. Organization change questionnaire data collection and analysis.
4. Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.

Course outcome:

Students will be able to:

- Understand and apply models of change
- Find out reasons for change and devise ways to overcome it.
- Diagnosing organizational problems and analysing the need for development
- Apply suitable interventions
- Implementing techno-structural and strategic interventions for organizational development

Text Books:

1. Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, 1/e, cengage Learning.
2. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr,8/e, Pearson, PHI.
3. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed.

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Reference Books:

1. Management of Organizational Change – K Harigopal – Response BOOKS, 2001
2. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

E-Resources:

1. ww.nacs.gov.tw/english/_files/1000216-301.pdf
2. ww.apubb.ro/wp-content/uploads/2011/02/OD_Suport_de_curs_masterat.pdf

**

CO-PO MATRIX

Course Outcomes	Program Outcomes-POs												PSOs		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
15MBAHR213.1	2														
15MBAHR213.2		2	2												
15MBAHR213.3	2			2											
15MBAHR213.4			2				2					2			
15MBAHR213.5											2	2			

II. MARKETING

CONSUMER BEHAVIOUR

Course Code	: 15MBAMM221	L: T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To study the psychology of how consumers think, feel, reason, and select between different alternatives (e.g., brands, products, and retailers).
2. To understand how the consumer is influenced by his or her environment (e.g., culture, family, signs, media).
3. To understand how the consumer motivation and decision strategies differ between products of different levels and their importance.

Syllabus:

Module 1

Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India. **(06 Hours)**

Module 2

Role of Research in understanding consumer behaviour : Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

Models of Consumer Behaviour: Input-Process-Output Model, *Nicosia Model*, *Howard Sheth Model*, Engel-Kollat-Blackwell *Models of Consumer Behaviour*, **Internal Influences:** Motivation, Personality, Perception, Learning, Attitude, Communications, **External Influences:** Social Class, Culture, Reference Groups, Family members.

Levels of Consumer Decision Making – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making. **(10 Hours)**

Module 3

Individual Influences on Consumer Behaviour: Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. **Motivation Theories and Marketing Strategy** - Maslow's Hierarchy of Needs, McGuire's Psychological Motives.

Personality: Basics of Personality, Theories of Personality and Marketing Strategy, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, 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, Instrumental Conditioning, Elaboration Likelihood Model.

Attitude: Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication, **Persuasive Communication** : Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation. **(08 hours)**

Module 4

External Influences on Consumer Behaviour: Social Class: Features of Social Class, Five Social-Class Categories in India. **Culture and Subculture** - Role of customs, values and beliefs in Consumer Behaviour. **Subculture:** Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

Cross-cultural consumer analysis: Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems. **Groups:** Meaning and Nature of Groups, Types of groups. **Family, Reference Groups.** **(08 hours)**

Module 5

Consumer Influence and Diffusion of Innovations: Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders

Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time) **Adoption Process:** Stages, categories of adopters **Post Purchase Processes:** Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition. **(10 Hours)**

Self learning concepts:

1. Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
2. Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
3. Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy.
4. Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload.

Course outcome:

Students will be able to:

- Understand the consumer decisions based on various factors.
- Interpret the role of personality and learning in consumer behavior.
- Analyze social and cultural factors that affect consumer behaviour.
- Gain practical knowledge on the level of adoption process of products and services by consumers.
- Develop suitable Marketing strategy based on consumer expectations.

Text Books:

1. Consumer Behaviour - Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer Behaviour: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e TMH.
3. Consumer behaviour - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
4. Consumer behavior – David L. Loudon, Della Bitta, 4/e, McGrawHill.

Reference Books:

1. Consumer Behaviour - Henry Asseal, Cenage Learning ,2005.
2. Consumer Behaviour in Indian Perspective – Suja Nair, 2010, Himalaya Publisher.

E-Resources:

1. www.insead.edu/library/E_resources/
2. <http://www.ebscohost.com>
3. Wps.prenhall.com/bp_schiffman_cb_10/

RETAIL AND E-COMMERCE

Course Code	: 15MBAMM222	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To develop an understanding of the contemporary retail management issues, strategies and trends in retailing.
2. To understand the insights of retailing, key activities and relationships.
3. To provide an analytical and technical frame work to understand the emerging world of e- business.
4. To develop a basic understanding of how electronic business differs from real business settings.

Syllabus:

Module 1

Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario. **(08 Hours)**

Module 2

Theories of Retailing: Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory. **(08 Hours)**

Module 3

Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of good store design) – Human Resource Management, Information Systems and supply chain management & Logistics. **(08 hours)**

Module 4

E-Business - Origin and Need of E-Commerce, Factors affecting E -Commerce, Business dimension and technological dimension of E-Commerce, E-Commerce frame work Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce.

(08 hours)

Module 5

Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Card. **Emerging trends and technologies in E-Business:** E-Business and MIS, E-Business and ERP, E-Business and CRM, E-business and supply chain Management, Benefits of E-Commerce; Drawbacks and limitations of E -Commerce. and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer. **(10 Hours)**

Self learning concepts:

1. Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
2. Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Course outcome:

Students will be able to:

- Demonstrate his understanding of retail concepts.
- Systematically approach store design.
- Understand the emerging world of e-commerce.
- Understand the evolving dimensions of e-commerce with changes in customer preference.
- Understand the changing nature of logistics with advancement in e-commerce

Text Books:

1. Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, 2003.
2. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
3. Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.

Reference Books:

1. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.

E-Resources:

1. <http://www.retail.org.au/free-resources.aspx>
2. http://www.kau.edu.sa/Files/830/Files/61164_Ecommerce%20and%20E%20Business.pdf

SERVICES MARKETING

Course Code	: 15MBAMM223	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To acquaint the students to the uniqueness of the services characteristics and its marketing implications.
2. To discuss measure and analyze several facts in the area of services marketing essential for the success of a service sector firm.
3. To provide comprehensive understanding of managing supply and demand, managing promises in services specific industry.

Syllabus:

Module 1

Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, myths about services, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality. Marketing challenges in service industry. **(08 Hours)**

Module 2

Consumer Behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception. **(08 Hours)**

Module 3

Understanding customer expectation through market research: Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention Strategies. **(08 hours)**

Module 4

Customer defined service standards: “Hard” & “Soft” standards, process for developing customer defined standards Leadership & Measurement system for market driven service performance-key reasons for GAP-2 Role of service quality In offensive and defensive marketing. Service design and positioning-Challenges of service design, new service development-types, stages. Service blue print & Service positioning. **(08 hours)**

Module 5

Employee role in service designing: Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-

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Customer participation. Role of marketing communication-Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. Pricing of services-Role of price and value in provider GAP 4, pricing strategies. **Physical evidence in services:** Types of service spaces-Role of service spaces. **(10 Hours)**

Self learning concepts:

1. Students have to choose a service industry of their choice at the beginning of the semester.
2. Students have to do an in-depth study of the industry and give a presentation at the end of the very Module relating to the concepts of that Module to the industry
3. Students can prepare service blueprints for any service of their choice
4. Students can do a role play on service recovery
5. Identify any existing services. Locate loopholes in their design and suggest Modifications

Course outcome:

Students will be able to:

- Understand Gaps Model and their applications in service sectors.
- Identify the various factors influencing the pricing strategies.
- Demonstrate the strategies for managing the employee, customers and intermediaries in Service Organization.
- Analyze and interpret the given case in detail using the services marketing concepts.

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: Operation, Management and Strategy-Kenneth E Clow & David L. Kurtz, 2/e, Biztantra, 2007

Reference Books:

1. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006

E-Resources:

1. <http://www.aueb.gr/users/esaopa/courses/part2.pdf>
2. <https://ujdigispace.uj.ac.za/bitstream/handle/10210/313/FinalChapter2.pdf?sequence=6>

III. FINANCE

ADVANCED FINANCIAL MANAGEMENT

Course Code	: 15MBAFM231	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To understand the concept of working capital and identifying the various short term sources of funds.
2. To enable the student to appreciate the role of financial management in an organization.
3. To develop planning skill and monitoring skill in financial management functions effectively, so that the students be able to apply the appropriate management strategy to face the company challenges.
4. To inculcate conceptual knowledge about corporate governance, cash management models, credit management, inventory management and strategies for revival sick units.

Syllabus:

Module 1

Working capital management – Determination of level of current assets. Sources for financing working capital, Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. **(06 Hours)**

Module 2

Cash Management and Receivables Management: Cash Management– Forecasting cash flows – Cash budgets, long-term cash forecasting, Monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr Model, Strategies for managing surplus fund. **Receivables Management** – Credit management through credit policy variables, Control of accounts receivables, Problems only on discounting and incremental sales. **(10 Hours)**

Module 3

Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model .Pricing of raw material. Monitoring and control of inventories, ABC Analysis. **(08 hours)**

Module 4

Capital structure decisions – capital structure & market value of a firm. Theories of capital Structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. **(08 hours)**

Module 5

Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax. **Special issues in financial management:** Corporate financial modeling, Approaches to value measurement- Economic Value Added (EVA) – concept, components of EVA, Market Value Added (MVA), Agency problem and consideration, effect of inflation on: Asset value, firm value, returns. **Financial Management of sick Units:** Definition of sickness, causes, symptoms, predictions, revival strategies, institutions for revival of sick units. **(10 Hours)**

Self learning concepts:

1. Studies the working capital financing provided by a bank and submit the report on the same.
2. Study the annual report of any two companies and prepare a cash budget for next year.
3. Students can choose companies of their choice and come out with valuation of those companies using the techniques learnt.
4. Students can find out various sick units, revival strategies used and the same to be presented.
5. Related case studies to be discussed in class.

Course outcome:

Students will be able to:

- Prepare working capital requirement model of an organization in any sector.
- Manage receivables & cash.
- Manage inventory effectively.
- Decide on optimal capital structure of an organization.
- Implement to measures to overcome sick units.

Text Books:

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

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3. Financial Management - I.M. Pandey, 10/e, Vikas, 2011.

Reference Books:

1. Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cengage Learning, 2004.
2. Corporate Finance: Ross, Westerfield & Jaffe, – TMH – 8/e, 2010
3. Financial Management & Policy - Vanhorne, 12/e, Pearson
4. Principle of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012.
5. Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009.
6. Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.
7. Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxman.

E- RESOURCES

1. <http://www.efinancemanagement.com/working-capital-financing/sources-of-working-capital>
2. <http://www.investopedia.com/walkthrough/corporate-finance/5/capital-structure/modigliani-miller.aspx>
- 3.

<http://kfknowledgebank.kaplan.com/kfkb/Wiki%20Pages/Working%20Capital%20Cash%20Management.aspx?mode=none>

Course Outcomes	Program Outcomes-POs												PSO's		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
15FM231.1		2	2												
15FM231.2	2										2				
15FM231.3	2	2	2												
15FM231.4			2	3							2				
15FM231.5	2										2	2			

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	: 15MBAFM232	L: T: P: S	Credits : 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration : 3 hours

Course Objectives:

1. To provide awareness about various investment avenues, secondary market operations and valuation of securities along with portfolio construction and evaluation.
2. To inculcate the knowledge about investment process and financial markets and to familiarize the students with the stock markets in India.
3. To understand the concept of risk, return, its calculation and calculation of value of securities
4. To inculcate the knowledge about fundamental analysis and technical analysis and usage of charts for investment.

Syllabus:

Module 1

Introduction to Investment: Concepts of investment- forms of investment – Objectives of financial investment, Sources of investment information. Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process.

(06 Hours)

Module 2

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

(06 Hours)

Module 3

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

(08 hours)

Module 4

Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. **Preference Shares-** Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

(10 hours)

Module 5

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company analysis- Financial statement analysis, Ratio Analysis. **Technical Analysis:** Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis **Capital Asset pricing model:** Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML.

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Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.
Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. **Mutual Funds:** Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures. **(12 Hours)**

Self learning concepts:

1. Students can study various avenues of investment and provide for comparative analysis.
2. A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 Lakhs in a diversified portfolio and manages the portfolio. At the end of the semester the Net worth is to be assessed and marks may be given (to beat an index).
3. Students should study the stock market pages from business newspapers and present their observations to the class.
4. Students can do Industry Analysis for Specific Sectors and Company Analysis for select companies.
5. Students can practice Technical Analysis on stocks of their choice.
6. Students can study the mutual funds schemes available in the market and do their Performance evaluation.

Course outcome:

Students will be able to:

- Know various avenues of investment and provide for comparative analysis.
- Know Indian Stock Exchange, indices and trading & settlement procedures.
- Determine risk involved in an investment & its corresponding benefits.
- Valuate equity shares, preference shares, & bonds.
- Identify & advice regarding Mutual Fund schemes available using evaluation measures.
- Demonstrate knowledge about portfolio construction & its evaluation.

Text Books:

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – Zvi Bodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
5. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
6. Investment Management – Preethi Singh, 17/e, Himalaya Publishing House 2010.
7. Security Analysis & Portfolio Management- Kevin S, PHI, 2011.
8. Investments: Principles and Concepts – Charles P. Jones, 11/e, Wiley, 2010.
9. Security Analysis & Portfolio Management – Falguni H. Pandya, Jaico Publishing, 2013.

Reference Books:

1. Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
2. Security Analysis & Portfolio Management – Nagarajan K & Jayabal G , 1st Edition, New Age international, 2011.
3. Security Analysis & Portfolio Management – Sayesh N. Bhat, 1st Edition, Biztantra,2011.
4. Security Analysis & Portfolio Management– Dhanesh Khatri, 1st Edition, Macmillan, 2010.
5. Security Analysis & Portfolio Management – Avadhani V. A, HPH.
6. Investment Analysis & Portfolio Management– Reilly, 8/e, Cengage Learning.

E- RESOURCES :

1. <http://beginnersinvest.about.com/od/stockoptionswarrants>
- 2.

http://stockcharts.com/school/doku.php?id=chart_school...technical_analysis
<http://web.sebi.gov.in/fag/smdfaq.html>

CO-PO MATRIX															
Course Outcomes	Program Outcomes-POs												PSO's		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
15FM232.1	2	2	2												
15FM232.2	2	2									2				
15FM232.3		2	2								3				
15FM232.4			2	2											
15FM232.5			2	2							3				

PROJECT MANAGEMENT

Course Code : 15MBAFM233	L:T:P:S	Credits : 4
Exam marks : CIE: 50 SEE: 50	3:0:0:4	Exam Duration : 3 hours

Course Objectives:

1. To make the student understand the basic concept of project.
2. Provide students with an analytical and conceptual framework to evaluate capital investment proposals.

3. To make students understand the sources of project finance.
4. To understand the techniques of risk analysis.

Syllabus:

Module 1

Project Planning : Concept of a project, categories of projects, Project life cycle phases, Generation and screening of project ideas, Project appraisal techniques, demand analysis, Technical analysis, Economic analysis. **(06 Hours)**

Module 2

Project Estimation And Selection : Preparation of cost estimates, finalization of project implementation schedule, Investment criteria, PBP, ARR, NPV, PI, IRR, MIRR, cost of capital, capital rationing. **(08 Hours)**

Module 3

Risk Management In Capital Budgeting: Sources, Measures and perspectives of risk, portfolio related risk measures, Mean variable, portfolio construction, capital Asset pricing Model, special techniques of risk analysis – sensitivity analysis, scenario analysis, break even analysis, Hill Model, simulation analysis, standard deviation in measurement of risk, co-efficient variation optimistic –permissives estimates, certainly Equivalent Approach, Decision Tree analysis Managing risk, project selection under risk. **(10 hours)**

Module 4

Project Financing: Capital structure, sources of finance Margin money, promoter's contribution, consortium lending and local syndication by banks, financing through markets and public issues, Term loans and debentures, raising venture capital. **(08 hours)**

Module 5

Project Implementation And Control: Organizing human resources and contracting, organizing systems and procedure for project implementation, working of systems, Design of systems, project work system design, work breakdown structure, project execution plan, project control system, project diary, project control –scope/progress control, performance control, schedule control and cost control. **Project Review & Administrative Aspects** Control of In-Program projects, post completion audits, Abandonment Analysis Administrative aspects of Capital Budgeting, Agency Problem, Evaluating Capital Budgeting systems of an organization. **(10 Hours)**

Self learning concepts:

1. Students can be asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.
2. Students can visit a bank/financial institution & study the project appraisal criteria adopted by them.
3. Students can visit the organizations which have undertaken large projects (For eg: Bangalore Metro Rail Project, Bangalore International Airport) and study the risk associated with such projects and also study how they assess and manage such risks.

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4. Students can study the project financing provided by banks in India.

Course outcome:

Students will be able:		CO-PO MATRIX														
Program Outcomes-POs		PSO's														
Course Outcomes-POs		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
<ul style="list-style-type: none"> • To know about the appraisal criteria followed in normal course by financial institutions. • To identify the project appraisal techniques followed in projects of public and private sector. • To assess the risk involved in projects and can quantify it. • To learn the various management techniques in designing the project. • To demonstrate various strategies in implementing the project to its successful completion. 												2				
15FM233.1		2	2									2				
Text Books:																
15FM233.2	1. Project Planning: Analysis, Selection, Implementation and Review – Prasanna Chandra, 7/e, TMH, 2011.	2	2									2				
15FM233.3	2. Project Management and Control – Narendra Singh, HPH, 2003.										3					
15FM233.4	3. Project Management – Bhavesh M. Patel, 2/e, Vikas.															
15FM233.5	1. Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.	2	2	2												
Reference Books:																
2. Project Management: The Managerial Process – Gray & Larson, 4/e, TMH, 2011.																
3. Project Management: Small Steps towards a Big Journey – Vasant Desai, HPH, 2009.																
4. Construction Project Management, Planning, Scheduling and Control – Chitkara, 1/e, TMH.																
5. Project Management – Choudhury, 1/e, TMH.																
6. Project Management – K Nagarajan, New Age International, 2004.																
7. Project Management – Merdith & Gopalan, Wiley India (P) Ltd. 2011.																

E- RESOURCES

1. <http://www.ddegjust.ac.in/studymaterial/mba/fm-405.pdf>
2. <http://finance.mapsofworld.com/corporate-finance/risk-analysis/>
3. <http://www.rushabhinfosoft.com/webpages/BHTML/CH-1.htm>

IV. BANKING AND INSURANCE PRINCIPLES AND PRACTICES OF BANKING

Course Code	: 15MBAB&I241	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To discuss the banking system and structure in India.
2. To understand the practical working of banks in terms of norms, operations and products.
3. To understand the nature of banker customer relationship.
4. To provide an understanding of application of technical up gradation in banking.

Syllabus:

Module 1

Banking system and structure in India- Evolution of Indian Banks-Types of banks -Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. **Commercial banking:** Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act **(09 Hours)**

Module 2

Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters. **Customers accounts with banks** – Opening- operation – KYC norms and operation – Types of Accounts and customers – Nomination – Settlement of death claims **Banker as lender** – Types of loans – Overdraft facilities – Discounting of bills – Financing book

Debts and supply bills- Charging of Security bills- pledge – mortgage – assignment. **Asset Liability Management (ALM) in banks:** Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM.

(12 Hours)

Module 3

The Negotiable Instruments Act 1881-Features of Negotiable instruments-Important concepts and explanations under the Negotiable Instruments Act- The Paying Banker-Dishonour of cheques-Negotiation-Endorsement- The Collecting Banker-Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments-Hundis.

(09 hours)

Module 4

Banking Technology- Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment Systems - MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS.

(04 hours)

Module 5

International banking – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank.

(08 Hours)

Self learning concepts:

1. Students will demonstrate understanding of banking concepts and strategies adopted by banks in promoting their products.
2. Students can Understand Advertisement & Publicity efforts done by banks using ATMs
3. (Making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)
4. Students can present the current export policy in class.
5. Students can visit bank and find out how exactly asset management activities are carried out and report the same

Course outcome:

Students will be able:

- To demonstrate the understanding of banking concepts.
- To understand customer profiling aspects adopted by banks and importance of assets and its management for the growth of banks in the competitive scenario.
- Knowledge of the duties & responsibilities of banker under statutory provisions.
- To realize the intent behind the usage of technology in banking products.
- To learn the practical aspects involved in international banking through products and modes offered by indigenous banks.

Text Books:

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, 2nd edition, PHI, 2009.
3. Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.

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4. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, 2nd edition, Pearson, 2011.
5. Banking Theory and Practice, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House, 2011
7. Modern Banking: Theory and Practice, Muraleedharan D, PHI, 2013.

Reference Books:

1. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
3. Banking and Financial System - Prasad K, Nirmala, Chandradas J, Himalaya Publishing House, Mumbai.
5. Management of Banking and Insurance – Sondhi N. K., Vrinda Publications
6. Banking and Insurance – Aggarwal O. P, Himalaya Publishing House.

Course	Program Outcomes-POs												PSO's		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
E- RESOURCES Outcomes															
1. http://www.yourarticlelibrary.com/banking/commercial-bank-meaning-types-and-function-15B&I241.1-words/10989/												2			
2. http://www.icaiknowledgegateway.org/littledms/folder1/chapter-2-the-negotiable-instruments-act-1881.pdf			2	2								3			
3. www.statebankofmysore.co.in/technology-initiatives.html															
15B&I241.4			2	2								2			
15B&I241.5			2	2							2				

BANKING AND INSURANCE PRODUCTS

Course Code	: 15MBAB&I242	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To make students understand the different types of deposits, and remittance products of banks.
2. To expose students to different types of loans available to customers.
3. To make them understand the potential benefits of using IT in serving the customers.
4. To expose students to different types insurances.
5. To help students to understand new and emerging forms of insurances.

Syllabus:

Module 1

Deposit Products: Savings Bank – Current Account – Demand deposits – Term Deposits – Concepts of low cost deposits – Certificate of deposit – Bulk deposit. **Remittance Products:** Demand draft – Travelers’ Cheques – Gift Cheque – Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS. **(07 Hours)**

Module 2

IT Products: MICR Cheques – Channel Banking – Core Banking – Internet Banking Mobile Banking – ATMS – Debit card – Credit card – RTGS – EFD. **Loan Products:** Short term loans- Long term loans – Consumer loans- Education loans – Housing loans – Business loans – Farm loans- Kisan Credit cards – Corporate loans – Syndication – Micro Finance. **(08 Hours)**

Module 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 . **(10 hours)**

Module 4

Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy **Fire Insurance** – Fundamental principles – Fire insurance Contracts-Proposals Fire insurance proposals – Special Coverage’s –Fire Insurance claims. **(08 hours)**

Module 5

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. **(09 Hours)**

Self learning concepts:

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1. Students can analyse and report “During a life time what all insurance products that an individual under life & non-life insurance would they avail”
2. Students can prepare a matrix on the risk cover required by an individual under Life Insurance product

CO-PO MATRIX													PSO's		
Program Outcomes-POs															
Course outcome: Students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
15B&I242.1 • Know the various deposit and remittance products of banking.		2									2				
15B&I242.2 • Knowledge of different IT products for transaction and norms involved for different loan products.		2	2												
15B&I242.3 • Appraise the risk involved for an individual and an institution, thereby in a position to suggest one of the best available insurance products when required.			2	2							3				
15B&I242.4 • Distinguish the efforts undertaken by companies to design insurance products in health care and safety so as to match majority of customer expectation and promoting these products by having tie-ups with both PSU and private banks.			2	2							2	2			
15B&I242.5 • Understand & apply procedural aspects involved when a claim is to be made under different insurance products.			2	2							3				

Text Books:

1. Principles and Practices of Banking – IIBF, 2/e, Macmillan, 2011.
2. Elements of Banking & Insurance - Jyothsna Sethi & Nishwan Bhatia Prentice Hall of India, 2009.
3. Insurance Management: Text & Cases - Sahoo, S C and Das S C – Himalaya Publishing House, 2011.
4. Insurance: Theory & Practice - Nalini Tripathi & Prabir Pal, PHI, 2010.

Reference Books:

1. Law & Practices of Banking – B.S.Raman
2. Principle and Practice of insurance - Periswamy - Himalaya publishing House, 2011.
3. Insurance Management - Ganguly, Anand, New Age International, New Delhi.

E- RESOURCES

1. <http://business.mapsofindia.com/banks-in-india/loans.html>
2. <https://www.irda.gov.in>
3. [www.policyholder.gov.in/what health insurance to buy.aspx](http://www.policyholder.gov.in/what_health_insurance_to_buy.aspx)

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MICROFINANCE MANAGEMENT

Course Code	: 15MBAB&I243	L:T:P:S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0:0:4	Exam Duration	: 3 hours

Course Objectives:

1. To impart students the knowledge of the role of microfinance as a feasible financing alternative.
2. To make students understand the problems in credit markets, principles of Micro Finance
3. Products and services
4. To appraise students about the regulatory framework affecting the functioning and consequences of delivery models in India.
5. To make students measure credit risks and hedging credit risk through risk management tools and techniques in Micro Finance.

Syllabus:

Module 1

Introduction To Microfinance: Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature & scope of Microfinance Markets - Microfinance as a development strategy and as an industry. Three classic problems in Credit Markets: Selection, Monitoring and Enforcement. The rationale and genesis of micro credit/microfinance, the nature of microfinance: microcredit vs. microfinance, principles of microfinance and role of microfinance in poverty alleviation and empowerment of the poor, the concept of Bottom of Pyramid. **(07 Hours)**

Module 2

Products And Services In Micro Finance: Designing lending & Savings products-Loan Pricing – Calculation of interest rates and effective interest rates, fees or service charges. Cross subsidization of loans. Calculation of effective rates -Estimating effective rates, Loan Terms, Payment frequency, Impact of loan term affect the borrower's ability to repay, Frequency of loan repayments, Working Capital and Fixed Asset Loans. Loan Collateral – Collateral Substitutes, Alternative forms of collateral. Demand for savings services, Types of savings products for micro entrepreneurs. Liquid A/c's, semi liquid A/c's, fixed term deposits. Costs of mobilizing voluntary savings, pricing savings products, **Financial Services:** Credit Products – Microcredit, Micro-leasing, Micro-venture capital. Savings, Payment Services and Insurance Products, New frontiers in Microfinance Services. **(09 Hours)**

Module 3

Micro Finance In India: Regulatory Frameworks For Mfis -Principles of Regulation, Regulations Vs Supervision, Determinants for regulating microfinance, Costs of regulation, Constraints to regulating, **Self –regulation in India:** Concerns and Prospects, Objectives and benefits of self –regulation Need for microfinance regulation in India, Microfinance Bill. Challenges to Microfinance movement – Demand and Supply of Micro financial services- State Intervention in rural credit - RBI Initiatives - NABARD & SHG – Bank Linkup & Programs - Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance – State sponsored Organizations. **(09 hours)**

Module 4

Institutional Structure Of Microfinance In India: NABARD and Microfinance: Strategy, Capacity building support to Government, Bankers, MFI's, NGO's, SHGs and Trainers Training. Microfinance Development and Equity Fund (MFDEF), SHG-Bank Linkages. **SIDBI and Microfinance:** Approach, Capacity Building Support for Microfinance, on lending, liquidity management, loan to Micro-enterprises. Role of Commercial banks, RRB's, Cooperative banks, Private Banks, NBFC's, and MFIs in the development of Microfinance **Microfinance Delivery Models in India: The Grameen Model:** Nature and features, Development of Grameen Model in Bangladesh and its replicators in India, advantages and disadvantages. **Self-Help Groups (SHGs):** Nature and features, Advantages and disadvantages, SHG clusters and Federations. India SHG: Problems and Issues, Difference between SHG and JLG Model **SHG – Bank Linkages Program:** Role of NABARD under SHG-Bank Linkage Programme. Role of commercial banks, RRBs, DCCB's, NGO and Farmer's clubs. Status and Progress of Self-Help Groups in the country, **Emergence of Private Microfinance Industry, Associations for Microfinance:** Sa-Dhan, AKMI. **SHPIs:** Nature and features of SHPIs: Importance's of SHPIs in microfinance development. **(09 hours)**

Module 5

Accounting & Risk Management :Accounting Aspects of Microfinance Accounting for client transactions, Accrued loan interest revenue, Loan write-offs, Purchase, Depreciation, Sale or disposal of fixed assets, Grants and donations etc. Accounting procedures at SHGs/Clusters/Federations/MFIs, etc. **Credits Planning, Appraisal, Deployment, Monitoring and Follow up Credits:** Meaning and types of credits proposals, Lending norms and policies of micro financial Institutions, Documentation, and Credit counseling and financial supervision **Risk Management in Microfinance:** types of risk in microfinance-strategy for risk minimization, Credit rating Models-GIRAFE, PEARLS, CAMEL, and CRISIL. Non –performing assets – Classification of over dues, recovery management. **(08 Hours)**

Self learning concepts:

1. Students may visit a SHG/NGO, study the micro finance operations carried and report the same.
2. Prepare a report based on the survey of the MFIs, FIs and their clients.
3. Students can analyze and present a report on how micro finance can significantly contribute the economy.

Course outcome:

Students will be able to:

- Impart students the knowledge of the role of microfinance as a feasible financing alternative.
- Understanding the problems in credit markets, principles of micro finance products and services
- Knowledge about the regulatory framework affecting the functioning in India.
- Awareness of institutional support for microfinance and consequences of delivery models.
- Measuring credit risks and hedging credit risk through risk management tools and techniques in micro finance.

Text Books:

1. Rural Credit and Self-help Groups: Microfinance Needs and Concepts in India, K.G Karmakar, Sage Publications, New Delhi, 2013
2. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
3. Indian Microfinance: The Challenges of rapid growth – Prabhu Ghate, Sage Publications, New Delhi, 2012
4. The Economics of Microfinance, Beatriz Armendariz de Aghion, Jonathan Morduch (2010), The MIT Press, Cambridge.
5. Beyond Micro-credit: Putting Development back into microfinance, Thomas Fisher and M.S. Sriram, Visaar Publication, New Delhi, 2008

Reference Books:

1. Credit Appraisal, Risk Analysis and Decision Making, by D.D. Mukherjee, Snow White Publications Private Limited, Mumbai, 2010
2. Management of Savings and Credit Programmes by NGOs: A Reference Book – R.C. Gupta (2012), Har-Anand Publications, New Delhi.
3. Microfinance in India: Banyan Tree and Bonsai, Mahajan, Vijay and Bharti Gupta Ramola (2011), Background paper prepared for World Bank, Washington DC: The World Bank.
4. Indian Microfinance: The Challenges of rapid growth – Prabhu Ghate, Sage Publications, New Delhi, 2010

E- RESOURCES

1.

http://www.fgda.org/dati/ContentManager/files/Documenti_microfinanza/Economics-of-Microfinance.pdf

2. <http://www.bsp.gov.ph/downloads/regulations/attachments/2001/circ272.pdf>

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CO-PO MATRIX															
Course Outcomes	Program Outcomes-POs												PSO's		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PS01	PS02	PS03
15B&I243.1	2		2								2				
15B&I243.2				3		2					2				
15B&I243.3						2	2	2							
15B&I243.4						2	2				2				
15B&I243.5				2			2				2				

LEGAL ASPECTS OF BUSINESS

Course Code : 15MBA31	L: T: P: S	Credits : 4
Exam marks : CIE: 50 SEE: 50	3:0:2:0	Exam Duration : 3 hours

Course objective:

- To familiarize the students with basic aspects of various business laws operating in India.
- To enable the students to understand the basic rules in formation of contract
- To make the students understand their rights and protection available to consumers
- To know the Significance of intellectual property

Course outcome:

- Preparing agreements involving the essentials of a valid contract.
- Entering into and execute the contract of agency.
- Implementing sale transaction based on the regulations.
- Seeking Redressal of grievances as consumers.
- Developing awareness on intellectual properties and cyber crimes.

Module I**(08 hrs)****The Contract Act, 1871**

Nature and classification of contracts - Essential elements of a valid contract Provisions relating to performance and discharge of contract Breach of contract - Meaning and remedies Formation of international contracts

Module II. Special contracts**(08 hrs)**

Agency -

Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal – Termination of Agency .

Module III. Sales of Goods Act, 1930**(09 Hrs)**

Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale , Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods. , Right to information Act

Module IV. The Consumer Protection Act, 1986**(08 Hrs)**

Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies

Module V. The Information Technology Act, 2000**(09 Hrs)**

Digital Signature - Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication, Right to information Act.

Intellectual property legislations. Conceptual understanding of patents, copyrights, trademarks and designs.

Books Recommended:

1. Mercantile Law by ND Kapoor, Sultan Chand & Sons, 35th Edn. 2014 With Supplement on the Companies Act 2013, ISBN: 1978-93-5161-014-4
2. Mercantile Law by KC Gargh, Revised Edition 2010, Kalyani Publishers, ISBN 8127257044 ISBN-13: 9788127257040, 978-8127257040

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3. Introduction to the Company Law by Avathar Singh, Eastern Book Company, 10th Revised Edition, ISBN: 8170128757, ISBN-13: 9788170128755, 978-8170128755,
4. Legal Aspects of Business, Daniel Albuquerque, OUP, 1st Edition 2nd reprint 2013, ISBN-13: 978-0-19-807710-7
5. A Manual of Business Laws, Dr. S.K. Maheshwar & Dr. S.N. Maheshwari Himalaya Publishing House 5th Edition, 2013, ISBN Number 978-93-5097-436-0
6. Business Law for Management by K.R. Bulchandani, Himalaya Publishing House 7th Edition, 2014, ISBN 978-93-5142-942-5

COST MANAGEMENT

Course Code : 15MBAFM331	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2 : 0 : 2 : 0	Exam Duration: 3 hours

Course objective:

- To illustrate the cost concepts, cost behaviors, and cost accounting techniques that are applied in businesses.
- To provide an understanding of the problems encountered in accounting of labor and overheads.
- Use of cost information in support of different decision making strategies.
- To prepare and interpret budgets and operating results through variance analysis
- To understand the nature, scope and utility of cost and management audit.

Course outcome:

- Applying cost terminology and prepare a cost sheet.
- Preparing cost estimates for allocation and apportionment of overheads.
- Utilizing marginal costing concept in decision making
- Practical application of budgetary control and standard costing.
- Applying the concepts of cost control.

Module 1

(6 Hours)

Basic concepts of Cost

Cost Accounting to cost management, Elements of cost, Classification of cost, Methods of costing, Sources of cost information, Concept of cost centre, profit centre and Investment centre, Preparation of cost sheet

Module 2

(6 Hours)

Accounting for Labour

Labour control procedure, labor turnover, idle time and overtime (problems on methods of wage payment, time and piece rate, incentive schemes)

Accounting for Overheads

Overheads, classification and collection, difference between cost allocation and cost apportionment, (problems on primary and secondary distribution, simultaneous equations)

Module 3

(6 Hours)

Marginal Costing

Nature and scope, Applications, Break even Analysis, **Decisions making:** Decisions Involving Alternative Choices: Cost Analysis for Decision Making like Make or Buy Decision, Add or Drop Products, Special Order, Sell or Process Further, Operate or Shut Down.

Module 4

(6 Hours)

Budgetary Control

Budgetary Control: Objectives, Functional Budgets, Master Budgets, Key factor problems on Production budgets and Flexible Budgets. **Standard Costing:** Comparison with budgetary control, analysis of variances, simple problems on material and labor variances only.

Module 5

(4 Hours)

Cost Audit: Objectives, Scope of Cost Audit – Types, Advantages, Limitations. **Management Audit:** Aims, Objectives and Scope. Responsibility Accounting, **Reporting to Management:** Purpose, Requisites, and Classifications

(Theory and problems may be in the ratio of 40% and 60% respectively)

Practical components:

- Students can take up any product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement.
- Students can study the applicability of accounting Standard 17.
- Students can take up any manufacturing organization and demonstrate the concept of marginal costing in real time decision making.

RECOMMENDED BOOKS:

1. Cost Accounting-Khan M. Y and Jain P. K, TMH, 2003, ISBN 10: 0070402248
2. A Text book of Cost and Management Accounting – Arora M. N, 10/e, Vikas publishing House Pvt Ltd. ISBN:978-81-259-2345-9
3. Cost Accounting-Jawaharlal, & Seema Srivastava, 4/e, TMH. ISBN:978-0-07-0022162-8
4. Management Accounting - Khan M. Y and Jain P.K, 5/e, McGraw Hill, 2012. ISBN:978-0-07-068196-5

REFERENCE BOOKS:

1. Principles and Practice of Cost Accounting - Bhattacharyya, 3/e, PHI. ISBN:81-203-2555-9
2. Management Accounting – Principals & Practice – Shashi K Gupta & R K Sharma, Kalyani Publications, 12th Revised edition 2011. ISBN:978-93-272-1301-1

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Course Code : 15MBAFM332	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0 :2 :0	Exam Duration: 3 hours

Course objective:

- To make students understand the strategic importance of mergers and acquisitions in modern business organization.
- To facilitate for understanding of the merger process and the allied activities involved in it.
- To make students understand the different methods of corporate restructuring.
- To help students understand legal and regulatory framework of mergers and acquisitions.

Course outcome:

- Strategic analysis of Mergers and Acquisition.
- Initiating the M&A process with practical issues.
- Identifying the different forms of corporate restructuring required for the situation.
- Valuation of Target firm and its legal implications.
- Applying strategies involved in takeovers.

Module 1:

(6 Hours)

Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger. **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.

Module 2:

(6 Hours)

Merger Process: Dynamics of M&A process - identification of targets – negotiation – closing the deal. Five-stage model – Due diligence – Types - due diligence strategy and process – due Diligence challenges. **Process of merger integration** – organizational and human aspects – managerial challenges of M & A

Module 3:

(5 Hours)

Corporate Restructuring: meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring - LBOs, MBOs, MLPs, ESOPs, Joint Ventures

Module 4:

(7 Hours)

Methods of financing mergers – cash offer, share exchange ratio. **Accounting for Amalgamation** – Pooling of Interest Method, Purchase Method –Procedure laid down under the Companies Act of 1956.**Legal aspects of Mergers/amalgamations and acquisitions/takeovers** - Combination and Competition Act- Competition Commission of India (CCI)- CCI Procedure in Regard to the transactions of Business Relating to combination of Regulations 2011- Scheme of Merger/Amalgamation-essential features of the scheme of amalgamation-Approvals for the scheme-Step wise procedure- Acquisitions/Takeovers- Listing agreement -The SEBI Substantial Acquisition of Shares and Takeover code.

Module 5:

(4 Hours)

Takeover Defences - types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers

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Practical component:

Student should identify and report any latest M&A deal. Generate the details of the deal and then study the deal in the light of the following: Nature of the deal, Synergy, valuation of the merger, basis for exchange rate determination.

RECOMMENDED BOOKS:

- Mergers, Restructuring and Corporate Control, Fred Weston, Kwang S Chung, Susan EHoag, 4/e, Pearson Education. ISBN:978-81-203-1011-7
- Takeovers, Restructuring and Corporate Governance, Weston, Mitchell and Mulherin -4/e, Pearson Education, 2003. ISBN:81-7758-794-3
- Corporate Finance-Theory and Practice–Aswath Damodaran–John Wiley & Sons. 2nd edition ISBN:978-81265-1115-0
- Advanced Accounts Vol. 2 – Shukla & Grewal, S.Chand& Sons. ISBN:81-219-1100-1

REFERENCE BOOKS:

- Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2013.
- Business Legislation for Management, M.C. Kuchhal and VivekKuchhal, 4/e, Vikas Publishing House, 2013.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	: 15MBAFM333	L: T: P: S	Credits	: 3
Exam marks	: CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration:	3 hours

Course objective:

- To provide an understanding of significance of international business.
- To familiarize with foreign exchange market, exchange rate mechanism and factors affecting foreign exchange.
- To provide an understanding of foreign exchange exposure measurement and management.
- To provide an understanding of designing and valuation of interest rate and currency swaps.
- To explain the functioning of global financial instruments.

Course outcome:

- Demonstrating of financial management in the global context.
- Calculation the foreign exchange rates and Measuring exchange rate movements
- Determination of foreign exchange exposures and hedging techniques.
- Valuation of Currency & interest rate swap.
- Application of global financial instruments.

Module1

(7 Hours)

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. Balance of Payments -fundamentals, accounting components. Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP - Equilibrium & Disequilibrium, Trade deficits, Capital account convertibility (problems on BOP). Emerging challenges of international Finance

Module 2

(7 Hours)

International Financial Markets: Foreign exchange markets, participants. Foreign exchange rates & quotation- forward markets- exchange rate behavior - cross rates- arbitrage profit in foreign exchange markets, swift mechanism.

Forecasting foreign Exchange rate: Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate-forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects (only theory).

Module 3

(6Hours)

Foreign Exchange exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market, Hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country.

Module 4

(4 Hours)

Currency Swaps-Interest rate Swaps- valuation of interest rates swap and currency swap

Module 5:

(4 Hours)

International Financial Instruments: GDR, ADR, Cross listing of shares Global registered shares. **International Financial Instruments:** Foreign Bonds & Eurobonds, Global Bonds.

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Floating rate Notes, Zero coupon Bonds, International Money Markets. **International banking services:** Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

Practical Component:

- Students can study the Balance of Payment statistics of India for the last five year and present the same in the class.
- Students can carry out a survey of exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.

Recommended Books:

- Madhu Vij – International financial Management- Excel - 3/e 2012 **ISBN:978-81-7446-821-5**
- Jeff Madura International Finance Management ---(Thomson), 12/e, 2014 **ISBN:978-81-315-0965-4**
- International Financial Management – Vyuptakesh Sharan, 4/e, PHI, 2011. **ISBN:978-81-203-3033-7**

Reference books:

- S.P. Srinivasan & Dr B Janakiram - International Finance Management, Biztantra Wiley Dreamtech, 2013 **ISBN:81-7722-621-5**
- P.G. Apte -International Finance Management- Tata McGraw Hill, 4/e, 2013 **ISBN:0-07-061055-X**
- Eun & Resnick – International Finance Management –Tata McGraw Hill, 4/e,2013 **ISBN:978-0-07-0667**
- Jain, Peyard and Yadav -International Financial Management – McMillan 2/e, 2013 **ISBN:978-0333-93069-4**

TAX MANAGEMENT

Course Code : 15MBAFM334

L: T: P: S

Credits : 3

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Exam marks : CIE: 50 SEE: 50

2 : 0: 2: 0

Exam Duration: 3 hours

Course objective:

- To make students understand the basic concepts of income tax
- To make students understand the components involved in determination of income tax from salary.
- To make students understand the income tax provisions involved in determination of income from business and profession.
- To develop a thorough understanding of the capital gains provisions.
- To familiarize the students with CST, VAT, excise duty, customs duty and GST.

Course outcome:

- Identifying the nature of Incomes and their tax incidence.
- Computation of income from salary, assessment of individual and filing of returns.
- Calculating income from business or profession.
- Assessment of profit from capital assets
- Applying permissible deductions for computation of income tax.

Module 1:

(4 Hours)

Introduction: Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee)

Module 2:

(8 Hours)

Computation of income under the head salary: different forms of salary – leave salary, gratuity, commutation of pension, provident fund, Allowances & Perquisites, Filing of returns.

Module 3:

(7 Hours)

Income under the head Profit and Gains of Business or Professions and its computation basis- method of accounting- scheme of business deductions/ allowance- deemed profits maintenance of books,

Module 4:

(5 Hours)

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory & problems), deductions from capital gains.

Module 5:

(4 Hours)

Income from other sources (Theory Only). Permissible deductions under section 80C to 80U.

Central Excise Act, Customs Act and Central Sales Tax and VAT: objectives and important provisions of the acts, GST (Theory only).

Practical Components:

- Procedure for availing PAN Card
- Preparation of Income tax returns of Individual assesses.
- Studying the online submission of Income tax returns

RECOMMENDED BOOKS:

- Direct Taxes – Vinod Singhania and Kapil Singhania, Taxmann Publications ISBN:978-93-5071-357-0
- Indirect Taxes – V S Datey, Taxman Publications, 32ED EDITION, ISBN:978-93-5071-356-3

REFERENCE BOOKS:

- Students Guide to Income Tax – Vinod Singhania, Taxman Publications, 38TH edition, ISBN:978-87-7194-452-1
- Students Guide to Income Tax– Manoharan T. N, Snow White, ISBN:978-81-8159-295-8

FUTURES AND OPTIONS

Course Code : 15MBAFM335	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2 : 0: 2: 0	Exam Duration: 3 hours

Course objective:

1. To make students acquire knowledge about derivatives.

2. To help students understand financial forward and future contracts.
3. To expose students in understanding option pricing models, option trading strategies and to work out problems in these areas.
4. To make students understand the functioning of commodity market.
5. To make students understand the credit risk, credit derivative instruments and VaR

Course outcome:

1. Enables in analysing the benefits of derivatives.
2. Demonstration of hedging risks using forward and futures contracts.
3. Determination of valuation of options using different option pricing models and trading strategies.
4. Understanding of different types of commodities and hedge mechanism for price risk management.
5. Demonstration of understanding of credit risks and instruments for hedging them.

Module 1 (3hrs.)

Financial derivatives: Introduction, economic benefits of derivatives – Types of financial derivatives - Features of derivatives market – Factors contributing to the growth of derivatives – Functions of derivative markets - Exchange traded versus OTC derivatives- traders in derivatives markets – Derivatives market in India.

Module 2 (8 hrs)

Futures and forwards – differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures - Commodity futures, Index futures, interest rate futures – arbitrage opportunities.

Module 3 (9hrs)

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks, put call parity, options on stock index, options on futures, concept of exotic option. Hedging & trading strategies involving options, valuation of option: one step binomial model, Black - Scholes option pricing model, option Greeks, Arbitrage profit in options.

Module 4 (4 hrs)

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Commodity Derivatives: Commodity Futures market, exchanges for commodity futures in India, Forward market commissions and regulation-commodities traded-trading & settlements-physical delivery of commodities.

Module 5 (4 hrs)

Interest rate markets: Types of interest rates, Zero rates, Bond pricing, determining zero rates, forward rules, FRA.

Credit Derivatives: Credit risk: Concept, assessment (mitigation techniques); Credit Derivative instruments –CDS, TRS, Credit spread options, Collateralized debt obligations, benefits of credit derivatives. Value at Risk (VAR) – Measure, computing VAR, stress testing and back testing.

Practical Components:

1. Students can select different futures or options and watch the behavior of these futures and options on a day to day basis for 15 days to see how futures and options might help mitigate the risks of investors.
2. Students can visit stock broking firm and study the features of different services and report.

RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives - John C. Hull, 9/e, Prentice Hall, 2014 ISBN 10: 0133456315/ ISBN 13: 9780133456318.
2. Options & Futures - N D Vohra and B R Bagri, 2nd edition, Tata McGraw hill, 2003 ISBN 10: 0070483868 / ISBN 13: 9780070483866.
3. Derivatives - Valuation & Risk Management - Dubofsky & Miller, Oxford University Press, 2005, ISBN13: 9780195114706 ISBN10: 0195114701.

REFERENCE BOOKS:

1. Financial Derivatives –Kumar S. S. S, PHI, 2007, ISBN: 8120330749, 9788120330740.
2. Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2007, ISBN: 978-1-4051-5049-1.

INTEGRATED MARKETING COMMUNICATIONS & SOCIAL MEDIA MARKETING

Course Code	: 15MBAMM321	L: T: P: S	Credits	: 3
Exam marks	: CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration:	3 hours

Course Objectives

- To make student aware of the role of IMC in marketing

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- To develop students skills in setting objectives and budgeting IMC
- To make students aware of the IMC program development process
- To provide an overview of social media marketing in the digital age.

Course Outcome:

- Students will develop the IMC plan
- Evaluating and selecting suitable advertising agency
- Preparing budgets for effective advertising
- Using social media marketing effectively
- Exposure to international advertising.

Module 1: (6 Hours)

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

Module 2: (4 Hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

Module 3: (4Hours)

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

Module 4: (6 Hours)

Introduction to Social Media Marketing: Defining social media marketing; Difference between traditional and the new age marketing, Use of social media for word of mouth communication. **Social media marketing strategy:** Building social media strategy; tools for social media strategy (Corporate blogs, twitter, face book, LinkedIn etc.); Using multimedia for grabbing attention in a crowded marketplace (Using multimedia)

Module 5: (8 Hours)

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 selling.

RECOMMENDED BOOKS:

- Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012. ISBN-978-0-07-058194-4.
- Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cenage Learning. ISBN-81-315-0158-2

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• Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007. **ISBN-978-81-203-3305-5.**

REFERENCE BOOKS:

- Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007. **ISBN-81-7758-850-8**
- Tara Hunt, “The Wuffle factor: Using the power of social networks to build your business.” **ISBN-10: 0470614153**
- Avinash Kaushik, “Web Analytics 2.0: The art of online accountability and science of customer centricity.” **ISBN- 10-0470529393.**

INTERNATIONAL MARKETING MANAGEMENT

Course Code : 15MB MM322	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2 : 0: 2: 0	Exam Duration: 3 hours

Course Objectives:

- To introduce students to the international marketing management process, design and theories
- To develop skills relating to the design of international marketing strategy.

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- To familiarize the essential ingredients of developing international marketing strategy
- To provide basic knowledge about export – import business and countrywide Implications.

Course Outcome:

- Analyzing global market situations.
- Applying various theories of international marketing in day to day business situations.
- Preparing documents for export and import.
- Devising suitable policies for pricing of exports.
- Conducting market research at international levels.

Module 1: **(06 hours)**

International Marketing – Definition and Scope – Reasons and Motivations – Global Vs Domestic Marketing – Concepts related to the management of international marketing function – World Trade and India’s foreign trade: an overview – Institutional framework for exports in India.

Module 2: **(06 hours)**

International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter’s Diamond Theory- Managerial Implications Global marketing environment – cultural Environment Political and Legal Environment Economic Environment.- Modes of entry in to foreign business

Module 3: **(06 hours)**

India’s Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments

Module 4: **(06 hours)**

International Product Policy and Planning – Pricing for exports and logistics – International Promotion: Advertising, other forms & Sales force –Selection of Channels and Distribution.

Module 5: **(04 hours)**

International Market selection – International Marketing Research – International marketing Planning and control.

RECOMMENDED BOOKS:

1. Varshney and Bhattacharya, International marketing Management – An Indian Perspective, Sultan Chand & Sons, New Delhi. **ISBN-81-8054-582-2**
2. Keegan, Global Marketing Management, Prentice Hall of India, New Delhi. **ISBN-978-81-203-2066-6**
3. Philip Cateora and John Graham, International Marketing, Tata Mc Graw Hill, New Delhi. **ISBN-978-0-07-066699-3**

REFERENCE BOOKS:

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1. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw , 4/e Biztantra.
2. International Marketing – Rakesh Mohan Joshi, Oxford, 2004. **ISBN-978-0-19-567123-0**
3. International Marketing – Michael Czinkota, Ilka A. Ronkainen, Cenage Learning.
4. International Marketing – Srinivasan R, 2/e, PH

SUPPLY CHAIN & LOGISTICS MANAGEMENT

Course Code	: 15MB MM323	L: T: P: S	Credits	: 3
Exam marks	: CIE: 50 SEE: 50	2 : 0: 2: 0	Exam Duration:	3 hours

Course Objectives:

- The objective of this course is to enable the student to understand the basic concepts,

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processes and key elements of a supply chain and how they interact in supply chains.

- This subject provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains.
- This subject is designed to explain the critical roles of technology in supply chain planning, visibility, and execution.

Course Outcome:

- Decision making supply chain by applying the basic concepts
- Design the supply chain network based on market implication
- Applying the effective inventory practices
- Making purchase decisions
- Developing appropriate logistics for supply chain

Module 1

(04 Hours)

Introduction: Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.

Module 2

(06 Hours)

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

Module 3

(06 Hours)

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. [Simple problems only for understanding the concept]

Module 4

(06 Hours)

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, vendor rating/ evaluation, single vendor concept, management of stores, account for material s, just in time & Kanban systems of inventory management

Module 5

(06 Hours)

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management

RECOMMENDED BOOKS:

- 1.Chopra Sunil and Peter Meindl - Supply chain management, Pearson, 3rd edition, 2007 **ISBN-978-81-317-3071**
- 2.A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, Cengage Learning, 1/e **ISBN-81-315-0032-2**

REFERENCE BOOKS:

1. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply ChainLogistics Management, TMH, Second Edition, 2008.

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2. Wisner, Keong Leong and Keah-Choon Tan, Principles of SupplyChain Management A Balanced Approach, Cengage Learning, 1/e
3. David Simchi-Levi et al, Designing and Managing the Supply Chain –Concepts,

STRATEGIC BRAND MANAGEMENT

Course Code	: 15MB MM324	L: T: P: S	Credits	: 3
Exam marks	: CIE: 50 SEE: 50	2 : 0: 2: 0	Exam Duration:	3 hours

Course Objectives:

- To help the students appreciate the relationship between corporate strategy and Brand Management.

- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
- To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

Course outcome:

- Initiating techniques for brand awareness among consumers.
- Knowing the opportunities involved in global brand.
- Building the brand equity
- Devising the techniques for brand equity
- Making efforts for attaining the brand equity at global level.

Module 1:

(6 Hours)

Introduction to the concept of Brand Management:

Brand –Meaning, Definition, Evolution, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand.

Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas.

Brand Management-Meaning & Definition. **Strategic Brand Management Process**-Meaning, Steps in Brand Management Process Strong

Module 2:

(6 Hours)

Customer Based Brand Equity:Model of CBBE

Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, David Aaker's Brand Equity Model

Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines

Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.

Module 3:

(4 Hours)

Choosing Brand Elements to Build Brand Equity:

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging.

Module 4:

(6 Hours)

Measuring Brand Equity:

Methods for measuring Brand Equity- Quantitative Techniques & Qualitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons-Conjoint Analysis, Holistic methods. Brand Reinforcement, Brand Revitalization, Brand Crisis.

Brand Imitations:

Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Module 5:

(6 Hours)

Making Brands go Global:

Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization.

Luxury Brand Management:

Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.

RECOMMENDED BOOKS:

- Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller **ISBN-978-81-317-5689-8**
- Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India **ISBN-781-7554-109-1**
- Brand Management, Tapan Panda, 2/e, Excel Publication **ISBN-81-7446-391-7**

REFERENCE BOOKS:

- Brand Management- Harish V Verma, 2/e, Excel BOOKS
- Compendium Brand Management – Chunnawalla – HPH, 1/e, 2003
- Managing Indian Brands – S Ramesh Kumar – Vikas
- Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press, 1/e
- Creating powerful brands – Chernatony, Elsevier Publication, 1/e

MARKETING RESEARCH

Course Code : 15MBA MM325	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2 : 0: 2: 0	Exam Duration: 3 hours

Course Objectives:

- To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.

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- To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight importance of research in management

Course Outcome:

- Application of marketing information
- Determining the method of data collection
- Determining the type of research to be carried out
- Determining the sample design
- Construction of Questionnaire by using appropriate scale

Module 1: (06 Hours)

Introduction: Meaning, scope and importance of marketing research; own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research; marketing research process-I an overview; problem definition, formulation and preparation of research proposal.

Module 2: (06 Hours)

Primary Data Collection: Primary data collection methods; mail survey, telephone survey and interviews and their evaluation; observations; experimental methods, questionnaire preparation and administering, organizing fieldwork for collecting data.

Module 3: (06 Hours)

Research Design and Information Sources: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive; sources and uses of secondary data, collection of secondary data.

Module 4: (06 Hours)

Sample Design and Sampling: Determining universe, sampling frame and sampling unit; determining sampling method; non probability and probability methods; sample size determination; sampling errors vs. non-sampling errors.

Module 5: (04 Hours)

Questionnaire design:-Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents.

RECOMMENDED BOOKS:

- Marketing Research contemporary approach- Narayan Reddy and GVRK Acharyalu, Excel Publications ISBN 10: 8174466169
- Marketing Research and consumer Behavior Saravanavel et.al, Vikas publishing house
- Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005
- Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning, 2010.
- Research Skills for Students: Transferable and Learning Skills - Allison, et.al. 1996.
- Market Research – Aekar, 11/e, Wiley publications, 2002

REFERENCE BOOKS:

- Market Research: a guide to planning, methodology & evaluation - Paul Hague, Kogan Page, 1996.
- Market Research Best Practice. 30 Visions of the Future – Peter Mouncey, et.al, 2007.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code : 15MBAHR311	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course Objectives:

- To develop a broader outlook of HR policies and their impact on Human resources worldwide
- To understand the workforce diversity at the global level
- To understand the concept of Global Leadership
- To understand HRIS at Global level

Course Outcome:

- Applying basic HR principle at the global level
- Recruiting staff at international level

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- Developing Global Mindset and performance management at global level
- Designing International Compensation structure
- Applications of HRIS in international context

Module 1: (6Hours)

Introduction to IHRM: Definition, Difference between IHRM and Domestic HRM, Globalisation – Drivers, modes of entry into foreign land and impact on human resources Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. The logic of global integration, differentiation, becoming locally responsive: understanding diversity, responding to diversity, the challenges of localization.

Module 2: (6Hours)

Expatriation: Meaning, role of an expatriate, factors affecting expatriation, female expatriation, repatriation, re-entry and career issues.

International Workforce planning and staffing: Different approaches to multinational staffing decisions. International Recruitment function; head-hunters, cross-national advertising, e-Recruitment, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection

Module 3: (6 Hours)

Developing Global Mindset: Global Leadership, Current scenario in international training and development, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies, Crisis Management, Global HR Shared Services, Managing HR in virtual organization, HRIS: Meaning, Role of IT in HR.

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Module 4: (6 Hours)

International Compensation and International Employment Laws: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation. HRM practices in different countries- USA, Japan, Middle east, European countries, China, India

Module 5: (4 Hours)

International Workforce and International HRIS: Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

RECOMMENDED BOOKS:

- International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
- International Human Resource Management - Peter J. Dowling, Denise E. Welch, Cengage Learning.

REFERENCE BOOKS:

- International Human Resource Management- K. Ashwathappa, Sadhna Das, Mc Graw Hill companies.
- International Human Resource Management- Tony Edwards, Chris Rees, Pearson Education
- Human Resource Information Systems: Basics, Applications, and Future Directions- Michael J. Kavanagh, MohanThite, Richard D. Johnson SAGE, 2011, 2/e.

LEARNING AND DEVELOPMENT

Course Code : 15MBAHR312	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course Objectives:

1. To make students learn how to design a training environment to maximize learning at workplace.
2. To enable students to be aware of the field of learning and development and its role in optimizing performance.
3. To make students understand how assessment, relationships, courses and job experience can be used for development.

Course Outcome:

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- Demonstrate their conceptual skills in understanding training, learning, process and theories.
- Designing training programme and implement the same in business situations
- Determining various training techniques, methods and evaluation of training
- Applying management development methods and developing career management systems
- Determining the implementation of classroom methods, e-learning and outward bound methods.

Module 1: (4 Hours)

Introduction to Employee training, learning and Development- Meaning and significance, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process, The Learning Cycle,

Module 2: (6Hours)

Training Needs Analysis: Meaning and significance of training needs, types of needs, Components of needs, data collection, analysis and interpretation. training design, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities,

Training implementation: Meaning, significance of implementation, making or buying decision, skills of effective trainer.

Module 3: (6 Hours)

Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods, E-Learning, Computer-Based Training, Online Learning, Blended Learning, Simulations, Mobile Technology, Intelligent Tutoring Systems, Distance Learning, Learning Management Systems (LMSs). **Training Evaluation:** Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

Module 4: (6 Hours)

Executive development/ Management development: Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training
Careers and Career Management: Introduction, meaning, importance, A Model of Career Development (Career Stages), Career Management Systems, Roles of Employees, Managers, Human Resource Managers, and Company in Career Management, Evaluating Career Management Systems. Special Challenges in Career Management.

Module 5: (6 Hours)

Other methods: Classroom methods: Meaning and significance of classroom training, advantages and limitations, bringing life to classroom, fundamentals of classroom effectiveness, types of classrooms, methods of classroom learning, technology based classrooms, interaction techniques.

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E-Learning methods: Meaning and significance of e learning, process of e-learning, types of e-learning, advantages and limitations of e-learning.

Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues.

RECOMMENDED BOOKS:

1. Employee Training & Development - Noe, A. Raymond, McGraw Hill Publication
2. HRD Solutions for excellence - T & D, Text Research & Cases- G. Pandu Naik, Excel Books
3. Effective Training - P. Nick and Blanchard, Pearson Education/PHI, 2/e, 2005
4. Training & Development- Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005
5. Management Training and Development - Gupta B.L, Management Training and Development, Vrinda Publications, 1/e, 2011

REFERENCE BOOKS:

1. Training for organizational transformation– Rolf Lynton & Udai Pareek, Sage Publications, New Delhi
2. Effective HR Training Development Strategy – Dr. Ratan Reddy, HPH, 2005.
3. Training in organizations - Goldstein, 4/e, Cengage learning.

WORK PLACE ETHICS

Course Code : 15MBAHR313	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course Objectives:

- To make the students understand the meaning and significance of ethics
- To understand the issues and problems encountered by organizations in the work place.
- To create awareness regarding privacy rights.
- To provide the guidelines regarding prevention of harassment

Course Outcome:

- Applying ethics in profession
- Adopting ethical principles for hiring & firing
- Protecting privacy of employees in work place
- Adopting measures for prevention of harassment at work place

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- Building teams in work place.

Module-1

(6 Hours)

Work place ethics: Meaning, needs, principles, benefits of work place ethics, Professionalism at work place, reasons for unethical behavior, Measures to control unethical behavior.

Module-2

(6 Hours)

Ethical issues in various aspects, Ethics in HR- Hiring, firing, whistle blowing, Employee safety, remuneration, Ethics in Marketing- Quality of services and goods, Ethical market promotion, pricing

Module-3

(6 Hours)

Work place privacy and ethics Plagiarism, Computer crimes, watching the movements of employees, death of privacy of employees, defence by the organization, rewarding ethical behavior, Ethical issues in global business, IT & ITES.

Module-4

(6 Hours)

Harassment at work place. Reasons of harassment, types of harassment, measures for preventing harassment, guidelines by National human rights commission, Compulsory guidelines to be followed by organizations for maintaining ethics.

Module 5:

(4 Hours)

Teamwork in the Workplace & Ethics: Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics.

RECOMMENDED BOOKS:

- Ethical Theory and Business, 8th Edition, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold
- Business Ethics, 9th Edition, O.C. Ferrell, John Fraedrich, and Linda Ferrell, Cengage Learning.
- How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmt Assn, 2003
- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.

Reference books

- Ethical Theory and Business, Tom L Beauchamp, Norman E. Bowie and Denis Arnold, 8th Edition
- Business Ethics, O.C. Ferrel, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning
- How Technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Management Assn., 2003

- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning 2011

PERSONAL GROWTH AND STRESS MANAGEMENT

Course Code : 15MBAHR314	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course objectives

- To enhance one's own self awareness.
- To understand the concepts of self, resilience & Locus of control.
- To understand reason for stress.
- To learn ways to manage stress.

Course outcome:

- Managing Interpersonal relations
- Analyzing the impact of stress
- Applying various personalities theories for understanding stress
- Implementing measures for managing stress
- Devising measures to manage stress in sector like BPO, ITES

Module: 1 **(8 hours)**

Personal: Self awareness, self esteem, Role- Role efficacy, Role stress, personal change, Emotional Intelligence, Locus of control, Resilience.

Personal growth: Ego states, types of transactions and time structuring. Life position, scripts and games, Strokes.

Adult learning- process, styles.

Module: 2 **(10 hours)**

Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, Seven Habits of Highly Effective People,

Interpersonal relations and personal growth: Interpersonal needs motivation and behaviour- FIRO-B and Johari Window, Defense Mechanism in groups.

Module: 3 **(5 hours)**

Stress Management: Stress- Meaning, definition, types of stress, reasons, and impact of stress on individuals, groups, organization and society.

Module: 4 **(5 hours)**

Measures to manage stress. Measures by individuals-yoga, meditation. Meditation by organization-counseling, role clarity, personality development, work life balance programs.

Module5

Stress Management measure with particular reference to BPO, ITES and other night shift jobs

Practical component:

1. MBTI Workshop for students and can test their inner personality.
2. FIRO-B(interpersonal relationship orientation) assessment on students.
3. Activity on JOHARI window and assessment of students individually and then in groups.
4. A short trip to spiritual foundations for a talk about personal effectiveness.
5. Mock Stress interview can be conducted

RECOMMENDED BOOKS:

1. Human Relations in organizations - Robert N. Lussier, 6/e, McGraw Hill Education.
2. Understanding OB - Udai Pareek, Oxford University Press.
3. Competency Mapping Assessment and Growth - Naik G. P, IIHRM, 2010.
4. Organisational stress by Harigopal.

REFERENCE BOOKS:

1. Singh, A. (2013). Behavioral science: Achieving behavioral excellence for success. New Delhi: Wiley India Pvt. ltd.
2. Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
3. Seven habits of highly effective people - Stephen R Covey, Pocket BOOKS.
4. Training in interpersonal Skills- Stephen Robbins, Pearson Education.

PUBLIC RELATIONS, CONFLICT & NEGOTIATION MANAGEMENT

Course Code : 15MBAHR315	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course Objectives:

- To Provide an understanding of the fundamentals of public relations practice
- To understand the nature of various types of conflicts
- To understand the importance and role of negotiations in conflict resolution

Course outcome:

- To understand the practices in handling public relations
- Applying media relations and solving crisis management
- Managing various types of conflict.
- Designing conflict management process
- Solving conflict by using the technique of negotiations

Module I

(5 Hours)

Public Relations – Proactive and Reactive Approaches – Public Relations Process – theories of relationships -Theories of persuasion and social influence-theories of mass communication-public relations roles-models of public relations-20 great truths about Public Relations.

Module II

(4 Hours)

Media Relations – Media Relations – Role of Media in Public Relations – Social Media – working with the media – Media Relations Program Elements – Role of Technology in Public Relations. Public Relations challenges – Types of Issues – Crisis Management – -News media influence Types of crises . Guidelines for crisis management.

Module III

(8 Hours)

Introduction : Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural ‘Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict – intrapersonal, interpersonal, group & organizational sources – Managing various types of conflicts .

Module IV

(6Hours)

Conflict Management Design : Nature of conflict management, process, conflict domain, trends, distribution, mapping and tracking.

Module V

Negotiation strategy for solving conflicts

(5 Hours)

Types of negotiation – Negotiation process – Issues in negotiation -factors and skills for successful negotiations – techniques of negotiations – Ethics in Negotiations - Negotiation strategies

Recommended Books

1. **Public Relations – The Profession and Practice**,Lattimore, Baskin, Heiman & Toth, Fourth edition, Tata McGraw Hill, 2012, ISBN: 978-0073512051
2. “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 ,ISBN:9780133127645
3. Public Relations – Paul Baines, John Egan, Frank Jenkins, Routledge, Third edition, 2007, ISBN : 9781126270779
4. Corporate Conflict Management – Concepts and skills, Eirene Leela Rout, Nelson Omiko, PHI Learning – Eastern Economy Editions, 2007,ISBN:978-81-203-3279-9
5. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, Fifth Edition, McGraw Hill, 2005. ISBN13: 9781259323041
6. Managing Conflict and Negotiation. B D Singh, First Edition, Excel books, 2008.ISBN 13: 9788174466426

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BANKING TECHNOLOGY MANAGEMENT

Course Code : 15MBAB&I341	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course objective:

1. To discuss the nature of banking system in India.
2. To give an overview of delivery channels of banking operations.
3. To analyze the technological up- gradation and application in banking.

Course Outcome

1. Knowledge of real time application of innovative banking concepts.
2. Understanding the concepts of delivery channel of banking system.
3. Understanding of deposit & loan management with reference to MIS.
4. Knowledge about Interbank Payment Systems.
5. Awareness of the laws concerned to banking.

Module - I (6 Hrs)

Branch Operation and Core Banking - Introduction and Evolution of Bank Management - Technological Impact in Banking Operations - Total Branch Computerization - Concept of Opportunities - Centralized Banking - Concept, Opportunities, Challenges & Implementation

Module - II (6 hrs)

Delivery Channels - Overview of delivery channels - Automated Teller Machine (ATM) - Phone Banking - Call centers - Internet Banking - Mobile Banking - Payment Gateways - Card technologies - MICR electronic clearing, Back office Operations - Bank back office management - Inter branch reconciliation - Treasury Management - Forex Operations - Risk Management

Module –III (4 hrs)

Deposit and Loan Management through MIS Data centre Management - Net work Management - Knowledge Management (MIS/DSS/EIS) - Customer Relationships Management (CRM)

Module - IV (6 Hrs)

Interbank Payment System - Interface with Payment system Network - Structured Financial Messaging system - Electronic Fund transfer - RTGSS - Negotiated Dealing Systems & Securities Settlement Systems - Electronic Money, E- cheques

Module – V (6 hrs)

Banking related laws .- Law of limitation -provisions of Bankers Book Evidence Act special features of Recovery of Debts due to Banks and Financial Institutions Act, TDS Banking Cash Transaction Tax, Service Tax, Asset Reconstruction Companies The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, -The Consumer Protection Act, Banking Ombudsman, Lok Adalats, Lender's Liability Act

RECOMMENDED BOOKS:

1. Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition, ISBN-13: 978-0849398346 , ISBN-10: 0849398347
2. Kaptan S S & Choubey N S., "E-Indian Banking in Electronic Era", Sarup & Sons, New Delhi,
3. Vasudeva, "E - Banking", Common Wealth Publishers, New Delhi,

REFERENCE BOOKS:

1. Turban Rainer Potter, Information Technology, John Wiley & Sons Inc, **ISBN 10:** 0471073806
ISBN 13: 9780471073802
2. Banking Technology - Indian Institute of Bankers Publication, **ISBN:** 978-93-5071-503-1
3. Legal & Regulatory Aspects of Banking by Indian Institute of Banking & Finance, Macmillan Publication. **ISBN-13:** 978-0230636101

INTERNATIONAL BANKING

Course Code : 15MBAB&I342	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course objective:

- To provide an understanding of the international bank evolution and different international payment systems.
- To provide an understanding of the norms of raising finance globally.
- To make students aware of international organizations and its functioning.
- To provide an understanding of International lending, Policies and practices.
- To make students aware of risk in Forex transactions.

Course outcome:

- Knowledge of how an international bank works.
- Demonstrate the difference in financing for domestic and international business.
- Understand the functioning of international financial institutions
- Design International lending, Policies and practices.
- Contemplate different types of risk in foreign exchange

MODULE 1

(06 Hours)

International Banking: Evolution of International Banking, A functional Overview – International Payment Systems, Banking for Financing of Exports and Imports of Goods and Services

MODULE 2

(06 Hours)

International Capital Markets – Financial Market Flows beyond national boundaries, Interest rate differentials between markets and their role in impacting demand for and supply of funds across borders, Debt Flows and Equity Flows and role of International Banks in same, Volatile flows and stable flows. Offshore Banking Centers and their role in International Financing,

MODULE 3

(04 Hours)

Role of International Organizations like IMF, IBRD, IDA, and ADB in promoting international trade & liquidity, Euro Currency Loan, Recent Issues and Problems: Asia Currency Crisis, Euro Dollar issues etc.

MODULE 4

(06 Hours)

International Lending Operations, Policies and Practices, Transaction Cost and risks in International lending, Role of LIBOR, Loans to foreign corporations, Syndicated loans, Financing Foreign Governments, Issues of Information symmetries and adverse selection,

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Regulatory and supervisory aspects, Trends in International Banking in India. Eurocurrency markets and role of International Banks in Same

MODULE 5

(06 Hours)

Foreign exchange risks; The exchange rate swings, swings in currency and interest rate derivatives and their impact on net worth of banks. Country risk analysis – Perception of International Rating Agencies, Issues related to International Financial Architecture. International Financial Stability and role of banks and central banks in financial stability

RECOMMENDED BOOKS

- Sharma R. D. – International Banking; Contemporary Issues, New Delhi, Himalaya Publishing House, **ISBN:** 8170404703, 9788170404705
- Apte P.G. International Finance – A Business Perspective, New Delhi, TATA McGraw Hill, 6/e, **ISBN:** 13- 9780071333443
- A.W. Mnlleux (Editor), victor Murinde (Editor), “Handbook of international Banking”, Edward Elgar Pub, **ISBN:** 13- 978-1845422233

REFERNCE BOOKS

- Seth A. K. International Financial Management, New Delhi, Galgotia, 2013, **ISBN:** 8185989346
- Vij Madhu, International Financial Management, New Delhi, Excel Books, **ISBN:**81-7446-349-6

INVESTMENT BANKING & FINANCIAL SERVICES

Course Code : 15MBAB&I343	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course objective:

- To provide an understanding of the functioning of investment banking
- To explain the role of depositories and custodians
- To provide an insight into housing loans.
- To explain the concept and developments in venture capital and micro finance
- To provide an in depth understanding of the financial services like leasing and hire purchase.

Course outcome:

- Awareness of regulations relating to investment banking.
- Demonstrate the knowledge of depository system.
- Evaluation of the cost & benefit of housing loans.
- Awareness of the development and innovativeness happening in VC and microfinance.
- Demonstrate the effective decision making in terms of leasing or hire purchasing.

Module 1: (6 Hours)

Investment Banking- Introduction-Functions of Investment Banks - Types of Investment Banks-Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations-Changing landscape of Investment Banking Regulation of the Capital Market-SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers - SEBI issue and Listing of Debt securities Regulation 2008

Module 2: (6 Hours)

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.

Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996-Registration of depository and participant- Rights and Obligations of depositories and participants-Recent amendments, Custodial services- The Stock Holding Corporation of India Limited

Module 3: (4 Hours)

Housing Finance: Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan

Non-Banking Finance Companies: Types, Growth, Functions, RBI Guidelines, Prudential Norms.

Module 4: (6 Hours)

Underwriting: Concept-Devolvement-Business model-Underwriting in fixed price offers and book built offers.

Venture Capital: Concept, features, Origin and the current Indian Scenario. Private equity-Investment banking perspectives in private equity

Microfinance-The paradigm-NGOs and SHGs-Microfinance delivery mechanisms- Future of micro finance.

Module 5: (6 Hours)

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

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

PRACTICAL COMPONENTS:

- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can study the procedure for the sanction of housing loans by a bank & calculation of EMI.
- Students may visit a SHG/NGO and study the micro finance aspects
- Visit a bank/financial institution providing factoring service and report.

RECOMMENDED BOOKS

- Indian Financial System – Bharati V. Pathak, 3/e, Pearson Education, 2011, **ISBN:** 9788131728178
- Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012, **ISBN:** 9780070583245
- Financial services - Khan M.Y, 6/e, McGraw Hill, 2011, **ISBN-11:** 9788131728178
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011, **ISBN 13:** 9788184886467
- Merchant Banking & Financial services - Vij & Dhavan, 1/e, McGraw Hill, 2011, **ISBN 11:** 9781259026010

REFERENCE BOOKS

- Indian Financial System – Machiraju, 4/e, Vikas, 2010, **ISBN:** 9788125939818
- Indian Financial System—Khan M. Y, 7/e, TMH, 2011, **ISBN 10: 0071333355**
- Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010, **ISBN:** 9788174468628
- Banking and Financial Services, Dr. Mukund Sharma, HPH, 1st edition, 2014, **ISBN:** 9789352026609.

TREASURY AND FOREX MANAGEMENT

Course Code : 15MBAB&I344	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course objective:

- To provide an insight of treasury management.
- To create awareness of the treasury products and its management.
- To have an understanding of Asset liability management and Basel norms.
- To have a deeper understanding of the asset liability management.
- To provide an understanding of Forex management.

Course outcome:

- Awareness of integrated treasury.
- Able to demonstrate the features and working of different types of treasury products.
- Understanding of the asset liability management at different levels.
- Understanding of the asset liability management at different levels.
- Awareness of scope of Forex management and determination of foreign exchange rates.

Module 1 (4 Hours)

Introduction to treasury management – Objectives – Concept – Functions of integrated treasury – Process of Globalization – Evolving role of Treasury as profit centre - Organization of treasury

Module 2 (6 Hours)

Treasury products – Short term funds and investment management – Financial marketing – Money market – Capital market – Call money – Government securities – REPOs – Repo Rate – Repo Pricing –Types of epos -Certificate of deposits – Rediscounting bills - Commercial papers – Inter- Bank Participation Certificate –Collaterised Borrowing and Lending Obligations (CBLO) -Foreign Exchange Markets & treasury – Linkage of domestic operations with foreign operations.

Module 3 (6 Hours)

Asset Liability Management – I: Risk Management Process – Risk Organization – Asset Liability Management (ALM) – Objectives – Organization – Functions of ALCO – Risks – Interest Rate Risk – Liquidity Risk – Assessment of Liquidity – Maturity Profile & Interest Rate Ladder Credit Risk – Currency Risk – Capital Risk – Contingent Risk – BASEL Norms I, II and III

Module 4 (7 Hours)

Asset Liability Management – II: Interest rate risk and management (IRRM) Interest rate risk – GAP analysis –Rate sensitive Gap Report - Duration & Immunization – Managing IRRM with Derivatives - Simulation technique. – Asset Securitization. Audit Risk Management.

Module 5 (5 Hours)

Forex Management: Nature, Significance and Scope of Forex Management, Foreign Exchange Market and its Structure, Foreign Exchange Rates and its Determination, Exchange Rate Quotes; Types of Exchange Rates; Forex Trading; Currency Futures and Options, Foreign Exchange Risk

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Exposures and their Management; Exchange Rate Forecasting; Risk in Foreign Exchange Business

PRACTICAL COMPONENTS:

- Students can visit banks and study about the Basel rules implementation.
- Students can visit stock broking firm and study the functioning of Forex trading.

RECOMMENDED BOOKS:

1. Theory & Practice of Treasury & Risk management in Banks - IIBF, Taxman Publications (P) Ltd **ISBN-11:** 9781403926661
2. Risk Management – IIBF, Macmillan, New Delhi, 2011. **ISBN:** 9780230330504
3. Financial Risk Management – Vivek & Asthana, Himalaya Publishers, 2011, **ISBN-11:** 9789350975251

REFERENCE BOOKS:

1. Treasury Management – IIBF, Macmillan, New Delhi, 2011, **ISBN:** 9789350710180
2. Risk management: Insurance & Derivatives- Kotreshwar G, 2/e, Himalaya Publishing House, 2012, **ISBN-13:** 9781133190196
3. Commercial Banking - Benton Gup & James Kolari, 3/e, Wiley India Pvt. Ltd., 2010, **ISBN:** 9788131519103

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Course Code : 15MBAB&I345	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	2: 0: 2: 0	Exam Duration: 3 hours

Course objective

- To provide an overview of the lending decisions by a bank
- To explain the process of evaluation of the loan proposal
- To provide an insight into the evaluation of consumer loans
- To give an insight of financing to small scale and large scale industries
- To describe the aspects of NPA management.

Course outcome:

- Assessing the policies and regulations followed by financial institutions.
- Awareness of different sources wherein advances can be raised and its related issues.
- Analysis of the consumer loan with specific need.
- Awareness of financial support to SME's and MSME's and rehabilitation.
- Knowledge of the norms involved in treatment of nonperforming assets.

Module 1: (6 Hours)

Credit management in banks-Screening of applications-Appraisal of credit-Sanction limit-Post sanction compliance-Monitoring supervision-Review- Government policies for credit extension-Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms.

Module 2: (6 Hours)

Over view of credit policy and loan characteristics-The credit process –Characteristics of different types of loans- Evaluating commercial loan requests – Financial statement analysis- Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances.

Module 3: (4 Hours)

Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing- Fixed Vs floating rates

Module 4: (6 Hours)

Financing to small scale industries and large scale industries-Term lending-Syndicated loan system-Role of development banks in industrial finance-working capital finance-Turnover

method-Modified version of MPBF-cash budget approach-Long term finance-Project financing-Industrial sickness and BIFR

Module 5:

(6 Hours)

NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel II – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme, Lok Adalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies-CIBIL

PRACTICAL COMPONENTS:

- Students can visit a bank and study the lending and loan appraisal system relating to MSME's.
- Students can study the NPA status of leading two PSU banks and two private banks.

RECOMMENDED BOOKS:

- Strategic Credit Management in Banks, Popli.G.S. And Puri S. K PHI, 2013, **ISBN:** 8120347048
- Banking Theory and Practice - Shekar and Shekar, 19th Edition, Vikas Publishing House, 2009, **ISBN-13:** 9788125916079
- Bank Management - W. Koch Scott, Timothy, Cengage Learning, New Delhi, **ISBN:** 9781133494683
- Commercial Banking -Benton Gup & James Kolari, 3rd Edition, Wiley India, 2010, **ISBN:** 9780471469490
- Indian Financial System, Bharati V. Pathak, 3rd Edition, Pearson, 2012, **ISBN:** 9789332515574
- Bank Credit Management, G. Vijayaragavan, Himalaya Publishing House, 2009, **ISBN-10:** 8184887841

REFERENCE BOOKS:

- Industrial Finance - Vishwanathan R, Macmillan, New Delhi, **ISBN:** 0333938070
- Banking and Financial System - Prasad K, Nirmala and Chandradas. Himalaya Publishing House, Mumbai, **ISBN-13:** EBK0002277
- Managing Banking Risks - Cade, Eddic, Woodhead Publishers, ISBN - 9781579581862

4TH SEMESTER

GUIDELINES FOR PROJECT WORK IN IV SEMESTER

Course Code : 15MBA41

L: T: P: S 0:0:0:4

Course Objective: To expose the students to contemporary issues in the area of specialization

Course Outcome: Providing suggestions to Contemporary issues

GUIDELINES:

1. The project work shall be for a period of 8 weeks after the commencement of 4th Semester classes and shall be compulsory for all the students.
2. The Subject code for the Project work shall be 15MBA41.
3. The students shall work in their area of specialization and no two students of the same specialization shall work on the same problem in the same organization.
4. The students shall submit one hard copy and one soft copy of the project report to the institution in the 10th week, prior to Viva –Voce.
5. The student shall prepare a report with the following format:
 - The Project report shall be prepared using a word processor, MS Word with Times New Roman, 12 font size.
 - All the reports shall be printed in the A4 size , 1” margin on all the sides.
 - The report shall be hard bound, facing sheet indicating the college name, title, name of the student with USN, month and year of submission.
 - The student shall attach a certificate by the Guide , HOD and Head of the Institution alongwith Declaration and Acknowledgement.

Contents:

CHAPTER 1.: Introduction to the topic

Introduction of the product/service on which research is carried out

World Scenario and Indian Scenario

SWOT Analysis

CHAPTER 2 : RESEARCH METHODOLOGY

Title of the Study

Statement of the problem

Objectives of the study

Need for the study/Scope of the study

Area of work

Sample size, Procedure of selection of sample

Type of research

Research Tools

CHAPTER 3: Data Analysis

CHAPTER 4 : Findings, Suggestions and Conclusions

ANNEXURES: Questionnaires, photos, pictures etc.,

BIBLIOGRAPHY - APA Style

MARKS ALLOTMENT

Sl. No	Aspects	Max.Marks
1	First Presentation	25
2	Second Presentation	25
3	Total	50

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CH.	PROJECT WORK	
1	Introduction	25
2	Methodology	25
3	Data Analysis and Interpretation	25
4	Summary of Findings, Suggestions and Conclusion	25
	Total	100
	VIVA -VOCE	50
	Grand Total	200
