

NAGARJUNA COLLEGE OF ENGINEERING AND TECHNOLOGY

Bengaluru – 562 164



An Autonomous College under VTU

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

Scheme and Syllabus 2018 - 20

MASTER OF BUSINESS ADMINISTRATION


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

SCHEME OF STUDY FOR 2018-20 MBA BATCH

Scheme of Study - First Semester MBA

Sl. No	Course Code	Course Name	Teaching Dept.	L-T-P-S (Hrs/week)	Total Credits	Marks
1.	18MBA11	Management & Organizational Behaviour	MBA	3-0-0-4	4	100
2.	18MBA12	Executive Communication and Managerial Skill Development	MBA	2-0-2-4	4	100
3.	18MBA13	Business Regulations	MBA	3-0-0-0	3	100
4.	18MBA14	Managerial Economics	MBA	3-0-0-4	4	100
5.	18MBA15	Accounting for Managers	MBA	3-0-2-0	4	100
6.	18MBA16	Business Research Methods & Statistics	MBA	3-0-2-0	4	100
7.	18MBA17	Innovation, Creativity & Critical Problem-Solving Skills	MBA	3-0-0-0	3	100
Total				20-0-6-12	26	700

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

Note:

Plan of Action for the Course code: 18MBA12 -Executive Communication and Managerial skill development

- Rural community development initiative -Visit to rural areas and identifying a persisting problem and presenting a report - 1 Credit
- Art of Public speaking (Presenting a prepared speech before the audience and Impromptu speech) – 1 Credit. Certification course on the same shall be implemented.



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Scheme of Study –Second Semester MBA

Sl. No	Course Code	Course Name	Teaching Dept.	L-T-P-S (Hrs/week)	Total Credits	Marks
1.	18MBA21	Human Resources Management	MBA	3-0-0-0	3	100
2.	18MBA22	Marketing Management	MBA	3-0-0-0	3	100
3.	18MBA23	Financial Management	MBA	3-0-0-4	4	100
4.	18MBA24	Business Ethics and Corporate Governance	MBA	3-0-0-4	4	100
5.	18MBA25	Production and Operations Management	MBA	3-0-2-0	4	100
6.	18MBA26	International Business	MBA	3-0-0-4	4	100
7.	18MBA27	In-plant Training	MBA	0-0-0-16	4	100
		Total		18-0-2-28	26	700

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



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Scheme of Study - Third Semester MBA

Sl. No	Course Code	Course Name	Teaching Dept.	L-T-P-S (Hrs/week)	Total Credits	Marks
1.	18MBA31	Strategic Management	MBA	3-0-0-4	4	100
2.	18MBA32	Entrepreneurship Development	MBA	3-0-0-4	4	100
3.	18MBA33	Certification Course	External Training	0-0-8-0	4	100
4.	18MBAHR34X	HUMAN RESOURCE	MBA	3-0-0-0	3	100
5.	18MBAMM34X	MARKETING	MBA	3-0-0-0	3	100
6.	18MBAFM34X	FINANCE	MBA	3-0-0-0	3	100
* Electives (Two papers from any Two streams)						
HUMAN RESOURCE						
4.	18MBAHR341	Strategic Human Resource Management	MBA	3-0-0-0	3	100
	18MBAHR342	Performance Management and Reward System	MBA	3-0-0-0	3	100
	18MBAHR343	International Human Resource Management	MBA	3-0-0-0	3	100
	18MBAHR 344	Labour Laws	MBA	3-0-0-0	3	100
MARKETING						
5.	18MBAMM341	Consumer Behaviour	MBA	3-0-0-0	3	100
	18MBAMM342	Supply Chain and Logistics Management	MBA	3-0-0-0	3	100
	18MBAMM343	Sales and Retail Management	MBA	3-0-0-0	3	100
	18MBAMM344	Services Marketing	MBA	3-0-0-0	3	100
FINANCE						
6.	18MBAFM341	Advance Financial Management	MBA	3-0-0-0	3	100
	18MBAFM342	Security Analysis and Portfolio Management	MBA	3-0-0-0	3	100
	18MBAFM343	Indian Tax System	MBA	3-0-0-0	3	100
	18MBAFM344	Cost Management	MBA	3-0-0-0	3	100
Total				18-0-8-8	24	700

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

Certification Course:

- a. **Advanced Excel**
- b. **Six Sigma**

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Scheme of Study - Fourth Semester – MBA

Sl. No	Course Code	Subject	Teaching Dept	L-T-P-S (Hrs/week)	Total Credits	Marks
1.	18MBA41	Project Work	MBA	0-0-0-48	12	300
2.	18MBAHR42X	HUMAN RESOURCE	MBA	3-0-0-0	3	100
3.	18MBAMM42X	MARKETING	MBA	3-0-0-0	3	100
4.	18MBAFM42X	FINANCE	MBA	3-0-0-0	3	100
* Electives (Two papers from Four streams)						
HUMAN RESOURCE						
2.	18MBAHR421	Consultancy Management	MBA	3-0-0-0	3	100
	18MBAHR422	Human Resource Analytics	MBA	3-0-0-0	3	100
	18MBAHR423	Leadership Development	MBA	3-0-0-0	3	100
	18MBAHR424	Personal Growth and Interpersonal Effectiveness	MBA	3-0-0-0	3	100
MARKETING						
3.	18MBAMM421	Strategic Brand Management	MBA	3-0-0-0	3	100
	18MBAMM422	International Marketing	MBA	3-0-0-0	3	100
	18MBAMM423	Integrated Marketing Communications and Social Media	MBA	3-0-0-0	3	100
	18MBAMM424	Rural Marketing	MBA	3-0-0-0	3	100
FINANCE						
4.	18MBAFM421	Financial Derivatives	MBA	3-0-0-0	3	100
	18MBAFM422	Project Appraisal, Planning and Control	MBA	3-0-0-0	3	100
	18MBAFM423	Mergers Acquisitions and Corporate Restructuring	MBA	3-0-0-0	3	100
	18MBAFM424	International Financial Management	MBA	3-0-0-0	3	100
Total				12-0-0-48	24	700

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

- Optional Certification Course in each specialization against a course can be allowed.

SEMESTER WISE CREDIT DISTRIBUTION

Sem	Credits
I	26
II	26
III	24
IV	24
Total	100

I SEMESTER

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Course Code : 18MBA11	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 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 applications of managerial process.
3. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
4. To develop greater insight into their own behavior in interpersonal and group, team, situations.
5. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in organizations.

Module 1 (6 Hours)

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.

Module 2 (8 Hours)

Nature of planning, planning process, objectives, MBO, strategies, level of strategies, policies, methods and programs, decision making, process, types, techniques in decision making.**Organizing:** Organization structure, formal and informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization, Types of organizational structures.

Module 3 (8Hours)

Staffing: Nature and importance of staffing, Process of Selection & Recruitment.

Directing: Meaning and nature of directing, Leadership styles, Motivation Theories

Controlling:Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

Module 4 (12 Hours)

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,

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formation, determinants, traits of personality, big five and MBTI. **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.

Module 5(8 Hours)

Conflict: Intra, interpersonal, intergroup conflicts and their resolution, Transactional analysis, Johari window. **Change and organizational development:** Meaning of change, Stages of change, why do people resist change, Overcoming resistance to change, Meaning of OD and methods of OD.

Practical Components:

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:

- Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management.
- Apply various principles of management in their profession.
- 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, Cengage Learning
4. Organizational Behaviour - Aquinas P. G, Excel BOOKS.

E-Resources:

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

EXECUTIVE COMMUNICATION AND MANAGERIAL SKILL DEVELOPMENT

Course Code	: 18MBA12	L: T: P: S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	2:0:2:4	Exam Duration	: 3 Hours

Course Objectives:

- To know the importance of communication for a manager.
- To know the scope of report writing and media management.
- To provide a practical input and to enhance the managerial competency among students.
- To provide a balance of the practical input in order to enhance the managerial skills.
- To highlight importance of managerial development through the blend of learning.

Module 1(8 Hours)

Communication: BASICS OF Grammar, Meaning & Definition of communication, Role and Importance of communication in management, Communication Process, Classification of communication, Barriers to communication

Module 2 (12 Hours)

Oral communication: Modes of Oral Communication. Listening as a Communication Skill, Introduction to Public Speaking, presentations, Introduction to Small Group Communication-group discussions, meetings, facing interviews.**Nonverbal communication** - Facial Expressions,Gestures,Paralinguistics, Body Language and Posture, Proxemics, Eye Gaze,Haptics, Appearance,Artifacts,Final Thoughts**Etiquettes**

Module 3(4 hours)

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, Précis writing. Memo, Circular, Tender, Notice, Meeting agenda, Minutes.

Module 4 (10 hours)

Letter writing – Inquiry, Reply to Inquiry, Order, Reply, Adjustments grants and refusals, Complaint letters, Claim, Credit Refusals – Sales letter – Persuasive letter.

Report: Types of Reports, Contents of a Formal Report, Mechanics of Report writing. Media management.

Module 5 (8 hours)

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Managerial Skill Development -Rural Community Development Initiative, Visit to rural areas and identifying a persisting problem, collecting data about the persisting problem, Analyzing and presenting the report, Personality development, developing the art of Public Speaking before the audience, Impromptu speech.

Practical Component:

1. Listening Activity.
2. Make students enact and analyze the non-verbal cues.
3. Give exercises for clarity and conciseness in written communication.
4. Conduct a mock meeting of students in the class identifying an issue of their concern.
5. 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
- Enhancing Managerial skills
- Developing Practical Managerial Knowledge by undertaking practical studies.
- Identifying and Analyzing Problem situations and providing practical solutions
- Overall Personality Development of the Students

Text Books:

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

E-Resources:

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

Course Code : 18MBA13

L: T: P: S

Credits:3

Exam marks : CIE: 50 SEE: 50

3:0:0:0

Exam Duration: 3 Hours

Course objectives:

- To enable the students to understand the basic rules in formation of contract
- To make the students understand the provisions relating to law of agency
- To provide the students information about sale of goods
- To make the students understand their rights and protection available to consumers
- To know the significance of intellectual property and basic provisions of companies Act

Module 1

(8 Hours)

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 2

(8 Hours)

Special contracts

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 3

(9 Hours)

Sales of Goods Act, 1930

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 4

(8 Hours)

The Consumer Protection Act, 1986

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 5

(9 Hours)

The Information Technology Act, 2000

Digital Signature - Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty & Adjudication. Brief provisions of companies Act.

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

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Course outcomes:

- 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.

Books Recommended:

1. Mercantile Law by ND Kapoor, Sultan Chand & Sons, 35th Edition, 2014 with Supplement on the Companies Act 2013, ISBN: I978-93-5161-014-4
 2. Mercantile Law by KC Gargh, Revised Edition 2010, Kalyani Publishers, ISBN 8127257044 ISBN-13: 9788127257040, 978-8127257040
 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.
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MANAGERIAL ECONOMICS

Course Code	: 18MBA14	L: T: P: S	Credits	: 4
Exam marks	: CIE: 50 SEE: 50	3:0: 0:4	Exam Duration	: 3 Hours

Course Objectives:

1. To introduce key economics concepts.
2. To understand markets.
3. To relate the same with the operational aspects of a firm.
4. To know the banking structure of the country and its impact on the business.
5. To help the student know what an economy is and understand how the economic policies /concepts have a bearing on the economy.

Module 1 (9 Hours)

Economics: Definitions of economics, Nature, Scope & Significance. **Demand-** Definition, factors affecting demand, types of 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 of demand, Uses of Elasticity of Demand for Decision Making, Problems on Elasticity of Demand.

Module 2 (7 Hours)

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

Module 3 (7 Hours)

Production Analysis: Concepts, Production Function- Law of Variable Proportions, ISO-Quants & 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, Uses of BEA

Module 4 (10 hours)

Indian Financial System: Banking structure in India, Role of banking in economic development, Jan Dhan Yojana, MUDRA, RBI and its functions. **Economic Policies:** Types of taxation prevalent in India, GST. **Fiscal Policy:** Objectives, Instruments, Union Budget.

Monetary Policy: Monetary Policy in India– objectives, tools for Credit Control

Module 5 (9 Hours)

Globalization: Meaning, need, phases, PEST Analysis. Business Cycle– Features, Phases **Inflation:** Types, causes, Measurement, **Recession:** Causes, impact on the

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economy. National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income.

Practical Component:

1. Study of demand /price elasticity for a product when there is a price increase or decrease.
2. Effect of demonetization on different sectors
3. Analysis of recent budget, fiscal discipline
4. A study on the recent policies of banking and 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, 6th edition, Vikas Publication.
2. Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
3. Managerial Economics, H. L Ahuja, S. Chand, 2011

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Course Code : 18MBA15

L: T: P: S

Credits:4

Exam marks : CIE: 50 SEE: 50

3:0:2: 0

Exam Duration: 3 Hours

Course Objectives:

1. To make students aware of fundamental accounting concepts, principles and standards of accounting.
2. To enable students in preparation of financial statements as per accounting standards.
3. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.
4. To expose students towards cost concepts that aids in planning, decision making and control.
5. To expose students to recent developments in accounting and its importance.

Module 1

(8 Hours)

Introduction to Accounting: Basic framework of accounting - Need and Types of Accounting, Users of Accounting, Concepts and Conventions of Accounting, Accounting principles, Accounting Equation (Problems on accounting equation). Convergence of IFRS-IND AS notified under the Companies (Indian Accounting Standards) Rules, 2015 ('Ind AS Rules'), of the Companies Act, 2013.

Module 2

(10 Hours)

Preparation of Financial Statements

Preparation of financial statements as per IND AS: Income statement-position statement-statement of changes in equity- statement of cash flows – explanatory Notes. Terms and jargons in financial statements, Depreciation accounting and Inventory valuation.

Module 3(9 Hours)

Analysis of Financial Statements

Meaning, Sources of information, Standards of comparison, Quality of earnings, Window dressing. Techniques of financial statement analysis: Trend analysis; Comparative; Common size statements; Ratio analysis and Du-point model.

Module 4

(08 Hours)

Introduction to Cost Accounting

Meaning of cost and Classification of costs. Cost management - techniques for controlling and reducing cost. Marginal costing- CVP analysis. Budgetary control - Cash budget - Flexible budgets - ZBB and standard costing

Module 5

(7 Hours)

Contemporary Issues in Accounting

Interim reporting-segment reporting-value added statement- economic value added statement- Forensic accounting; Environmental reporting; Corporate social reporting; Human resource

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Accounting; Accounting for Financial Instruments; Integrated reporting; Triple bottom line reporting; Fraud and Ethical issues in accounting.

Practical Component:

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

Course outcome:

Students will be able to:

- Know the basic framework of accounting.
- Understand the preparation of financial statements as per IND AS.
- Ascertain the problem areas in business through various techniques of financial statement analysis.
- To know the importance of cost management.
- Understand the recent developments in accounting and its significance.

Text Books:

1. Financial Accounting for Management: An Analytical Perspective, Ambrish Gupta, Pearson India, 2016. ISBN: 978-81-317-2285-5
2. Narayanaswamy R Financial Accounting: A Managerial Perspective, 5/e, PHI, 2014.
3. How To Read Annual Reports & Balance Sheets, Raghu Palat, Jaico Publishing House, 14th edition 2011. ISBN: 81-7224-101-1.
4. Maheswari S. N, Maheswari Sharad K. Maheswari, A Text book of Accounting for Management, 2/e, Vikas Publishing house (P) Ltd.
5. Tulsian P. C, Financial Accounting, 1/e, Pearson Education.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
7. Accounting for Managers, Madegowda J, Himalaya Publishing House.

Reference Books:

1. Accounting for Managers- Jawaharlal, 5/e, Himalaya Publishing House, 2011.
2. Introduction to Financial Statement Analysis, Ashish KBhattacharya, Elsevier India.
3. Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, United Publishers, 2011.
4. Accounting For Management, Arora M. N, Himalaya Publishing House.
5. Essentials of Financial Accounting (Based on IFRS), Bhattacharya, 3/e, Prentice Hall India.

E-Resources:

1. <http://www.accounttools.com/basic-accounting-principles>
 2. www.ey.com/...Sustainability_reporting.../EY-Sustainability-reporting-the-time-is-no...
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3. <https://online.icai.org/students/Bos-knowledge-portal>.

BUSINESS RESEARCH METHODS AND STATISTICS

Course Code : 18MBA16	L: T: P: S	Credits: 4
Exam marks : CIE: 50 SEE: 50	3: 0: 2: 0	Exam Duration: 3 Hours

Course Objectives:

1. To highlight the importance of research in management.
2. To provide an understanding of the basics of marketing research and to inculcate aresearch aptitude and vocabulary in terms of, key terms and ideas.
3. To make students understand the importance of the concept of variability (dispersion) correlation, regression an index numbers.
4. To utilize the knowledge of probability distribution in managerial decision making.
5. To make students apply the tools of operations research in managerial decision making.
6. To provide understanding of the analytical tools in research.

Module 1 (8 hours)

Introduction to statistics: Definition, Importance and scope in Managerial decision making.
Collection of data, Classification and Tabulation of Data

Measures of central tendency: Arithmetic mean, Geometric mean, Harmonic mean, Median, Mode, Quartiles and percentiles.

Module 2 (12 hours)

Measures of Dispersion: Concepts, Range, Mean deviation, Standard deviation, Coefficient of variation. Skewness: Relative measures of skewness- Karl Pearson's co-efficient of skewness.

Correlation and Regression: Concepts, Scatter diagram, Co-efficient of Correlation – Karl Pearson's and Spearman's Rank correlation, Regression Analysis- Regression Lines and Regression Coefficient.

Index numbers: Definition; Uses; Types; Simple Aggregate Method and Weighted Aggregate method- Laspeyre's, Paasche's, Fishers and CPI.

Module 3 (10 hours)

Probability Distribution: Concept and definition- Rules of probability-Random variables- concept of probability distribution – Theoretical probability distributions: Binomial, Poisson,

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Normal and Exponential-Bayes theorem (No derivation) (Problems only on Binomial, Poisson and Normal).

Module 4

(8 hours)

Introduction: Meaning, Definition, scope and importance of marketing research; Types of research, Research process; problem definition, Importance and components of problem formulation and preparation of research proposal.

Literature Review: Meaning, sources of Literature Review, Types of literature review. Hypothesis meaning, Types, Functions, Process of Hypothesis

Module 5

(10 hours)

Data collection and Analysis: Sampling methods, Sampling frame, Sample size determination, sampling errors vs. Non sampling errors, methods of data collection. Scaling and its importance. Meaning of Data Analysis, Methods of data analysis, Parametric (Numerical) and Non-parametric test for analysis of data. Use of Statistical techniques for Data Analysis, Importance of software for Analysis of Data; SPSS/PASW.

Practical Components:

- Student should be able to demonstrate the application of statistical tools by taking real time situations or scenarios.
- Students shall try to solve problems on Excel platform and hence demonstrate knowledge of hands on experience.
- Demonstrate the understanding of operation research concepts by taking contemporary situations and finding the optimal solution

Course Outcomes:

- Understand and apply statistical tools in business situations.
- Develop skills in the use of techniques of correlation, regression and computation of index numbers.
- Exhibit the skills in developing and applying probability distribution concepts in business and real time scenario.
- Determining the methods of data collection, types of research and Research design to be carried out
- Construction of Questionnaire by using appropriate scale techniques

Recommended books:

- Fundamentals of Statistics, S. C. Gupta, Himalaya Publishing House, 2012
 - Statistics for Management, Richard I Levin, Pearson Education / PHI, 7/E, 2013
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- Statistical Methods, S. P Gupta, Sulthan Chand & sons, New Edition, 2011.
- Quantitative Techniques in Management, N D Vohra, 4th Edition, Tata McGraw Hill, 2010.
- Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers, 2013.
- Marketing Research contemporary approach- Narayan Reddy and GVRK Acharyalu, Excel Publications, **ISBN 10: 8174466169**.
- Marketing Research and consumer Behavior Saravanel et.al, Vikas publishing house
- Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005
- Business Research Methods- 12/e, Donald R Cooper, Pamela S Schindler, McGrawhill, 2012.

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.

E-Resources:

1. stattrek.com/tutorials/statistics-tutorial.aspx
 2. <https://www.tutorialspoint.com> › Statistics › Statistics Formulas
 3. nptel.ac.in/courses/112106134/3
 4. <https://www.linearprogramming.info/linear-programming-graphical-method/>
 5. www.maths.unp.ac.za/coursework/MATH331/2012/transportation_assignment.pdf
-

INNOVATION, CREATIVITY & CRITICAL PROBLEM-SOLVING SKILL

Course Code : 18MBA17	L: T: P: S	Credits: 3
Exam marks : CIE: 50 SEE: 50	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To apprise on value of innovation and creativity
2. To impart skills of innovation and creativity
3. To enable students think and act creatively

Module1 **8 Hours**

EXPLORING INNOVATIONS

Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, Innovation sources, i.e. science and R&D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market

Module 2 **7 Hours**

APPLICATION OF INNOVATION

Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing, sources of innovation financing

Module3 **10 Hours**

PERCEPTION OF CREATIVITY

What is creativity? Characteristics of a creative person, Levels of creativity, Steps that stimulate creativity. Truths, myths and mindsets about creativity, Creativity killers. Barriers to creativity. Emotional blocks, Perceptual blocks, Habitual blocks, Cultural & other blocks, Methods of overcoming the blocks. Four 'P's of creativity, Interrelationship between them, harnessing creative potential.

Module 4 **10 hours**

PROBLEM SOLVING SKILLS

Structure of brain – left & right brain attributes, Adaptors and Innovators, Creative & critical problem-solving skills (CPS), Differences between them and methods of analysis. Creativity process and stages, Taylor's model, Tools for divergent and convergent thinking

Module5 **20 Hours**

TECHNIQUES OF CREATIVITY

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Questioning (Five why's), attribute listing, assumption smashing and role plays. Free associations & forced analogy. Brain storming and mind mapping. Innovative organizations Characteristics, key approaches in innovative organizations constructive dissatisfaction and its management. Creative management techniques – managing people, situations and materials

Methodology

- The methodology of instruction would be in the form of lectures but more in the form of games, presentations, group discussions and mind expander tests.

Course Outcome:

1. An in-depth insight into Creativity and its management techniques
2. Understand the importance and need for Innovation
3. Familiarize with tools for convergent and divergent thinking.

Recommended Books:

1. Mauborgne, René, Blue Ocean Strategy, Boston, Harvard Business School Press, 2005.
 2. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, Jossey-Bass, 2008
 3. Mass, Harvard Business School Press, 2006
 4. Fraser, Heather, Design Works; Toronto: University of Toronto Press, 2012
 5. Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005
 6. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012
 7. Hamel, Gary, The Future of Management; Boston: Harvard Business School Press, 2007
-

II SEMESTER

HUMAN RESOURCE MANAGEMENT

Course Code : 18MBA21	L: T: P: S	Credits	: 3
Exam marks : CIE: 50 SEE: 50	4:0:2:2	Exam Duration	: 3 Hours

Course Objectives:

1. To equip the students with managerial skills.
2. To understand recruitment, selection process and importance in corporate world.
3. To know the significance of training and career planning.
4. To understand performance appraisal, employee welfare as functions of HRM
5. To learn grievance redressal and labour relations procedure in HRM.

Module 1 (8 Hours)

Human Resource Management: Introduction, meaning, Concept of Human Resource Management, Scope of Human Resource Management, Function of Human Resource Management. **Job Analysis:** Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification. **Human Resource Planning:** Objectives, Need and Process of Human Resource Planning

Module 2 (10 Hours)

Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction

Module 3 (6 Hours)

Training and Management Development: Meaning of Training, Methods of Training, TNA, Differences between Training and Development. **Employee Career Planning and Growth:** Concept of Employee Growth, Elements of a Career Planning Programme, Succession Planning

Module 4 (8 Hours)

Performance Appraisal: Concept and Need for Performance Appraisal, types of Appraisal Methods, 360 degree appraisal, Benefits **Compensation:** Objectives, Job Evaluation, Compensation Pay Structure in India, Factors Influencing Compensation Levels **Employee**

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Welfare: Concept of Employee Welfare, Welfare Measures, Types, Benefits of Employee Welfare Activities

Module 5 (10 Hours)

Employee Grievance: Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the grievance handling procedure, Need for Grievance Redressal Procedure Employee.

Misconduct and Disciplinary Procedure: Meaning and Objectives of Discipline, Principles for Maintenance of Discipline, Basic Guidelines of a Disciplinary Policy, Disciplinary Action – Penalties, Procedure for Disciplinary. **Industrial disputes:** preventive and settlement machinery, collective bargaining

Practical Component:

1. Ask students to prepare the recruitment advertisement for a newspaper.
2. Preparation of job description and job specification.
3. Expose students to standard selection tests followed in various sectors.
4. Exploring performance appraisal practices in various sectors.
5. Students to prepare an appointment letter for the post of office manager of a known company.

Course Outcome:

Students will be able to:

1. Apply the functions of HR in different contexts.
2. Understand the recruitment functions.
3. Learn process of selection, importance of induction and training & development
4. Conduct performance appraisal using suitable methods and devise compensation structure
5. Handle grievance, disputes amicably and implement welfare measures

TEXT BOOKS:

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

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

MARKETING MANAGEMENT

Course Code : 18MBA22

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

4:0:2:2

Exam Duration: 3 Hours

Course Objectives:

1. To provide students an insight to basic concepts of marketing management.
2. To gain clear understanding of the factors that shape consumer behavior.
3. To help students understand various marketing tools/models for solving marketing problems in the changing business environment.
4. To understand fundamental premise underlying market driven strategies.
5. To understand the opportunities and challenges in rural marketing.

Module 1 (5 Hours)

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.

Module 2 (3 Hours)

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

Module 3 (6Hours)

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.

Module 4 (6 Hours)

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.

Module 5 (8 Hours)

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Sales Promotion: Kinds of Promotion, Tools and Techniques of Sales Promotion. **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. **Rural Marketing:** Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets.

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 outcomes:

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 BJ 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, McDanniel, 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
 4. www.mplans.com
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5. www.marketingtoday.com

FINANCIAL MANAGEMENT

Course Code : 18MBA23

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 with the conceptual knowledge of the nature of financial management.
2. To make students understand time value of money and its relevance in financial decision making.
3. To discuss the cost of raising funds from different sources and factors to be considered in designing the target capital structure.
4. To explain the various techniques of evaluation of investment proposals and ascertaining of cash flows from new and replacement projects.
5. To make student understand the importance of dividend decisions in organization and expose the vulnerabilities of working capital management.

Module 1

(7 Hours)

Introduction to Financial Management: Introduction to finance, Meaning and definitions, Scope of financial management, Finance functions, Objectives of financial management– Profit Maximization and Wealth Maximization. Changing role of finance managers; Interface of financial management with other functional areas; Agency problem; Indian financial system. Sources of short term and long term funds in India.

Module 2

(7 Hours)

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

Module 3

(10 Hours)

Cost of Capital: Basic concepts; Cost of debt, 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)

Capital structure decisions – Factors affecting capital structure decisions, planning the capital structure. (No capital structure theories to be covered). **Leverages** – Determination of operating leverage, financial leverage and total leverage.

Module 4

(10 Hours)

Long-Term Investment Decisions: Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period,

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discounted payback period, Accounting rate of return. Capital Rationing. Estimation of cash flow for new project and replacement projects. Economic Value Added – concept, components of EVA. Market Value Added (MVA).

Module 5

(8 Hours)

Dividend Decisions: Dividend policies of a firm - factors influencing dividend payment - dividend relevancy - company law provisions on dividend payment.

Working capital management: Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital

Practical Components:

1. Identifying the small or medium sized companies and understanding the investment evaluation techniques used by them.
2. Students can choose companies of different sectors and calculate the leverages.
3. Students can choose the companies of their choice and study the pattern of the fund raised and the impact of dividend decision on the stock price.
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 Outcomes:

Students will be able to:

- Understand the nature of finance function, role of a finance manager in the contemporary period.
- Practically apply the concept of time value of money in business and personal decisions.
- Recognize and identify the different sources of capital to be raised by the organization and use the concept of cost of capital to arrive at a decision regarding investment decisions.
- Identify the important techniques adopted for capital budgeting along with its importance.
- Understand how vital it is to all businesses to have adequate management of working capital.

Text Books:

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 – IM Pandey – Vikas Publishing House, 10th edition, 2010.
4. Financial Management, Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press, 2011.

Reference Books:

1. Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.
 2. Corporate Finance, Damodaran , 2/e, Wiley India (P) Ltd., 2004
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3. Financial Management, Paresh P., Shah 2/e, Biztantra.
4. Brigham, Earnhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning, 2010.

E-Resources:

1. mdudde.net/pdf/study_material_DDE/Mcom/Mcom-f/FinancialManagement.pdf
 2. ww.sasurieengg.com/e.../MBA/.../BA7202%20FINANCIAL%20MANAGEMENT.p...
 3. icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf
-

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Code : 18MBA24

L: T: P: S

Credit : 4

Exam marks : CIE: 50 SEE: 50

3:0:0:4

Exam Duration: 3 Hours

Course Objectives:

- To familiarize students with the concept of business ethics.
- To make students aware of the foundations and guiding principles of today's business.
- To help students develop an understanding of the need for good corporate governance.
- To make students aware of the existing codes of business.
- To have a better understanding on the working model of corporate governance and corporate social responsibility.

Module 1 (4 Hours)

Introduction to Business Ethics: Meaning, Need, Objectives, Importance, Nature and Scope. Type of ethics, Characteristics and Factors influencing business ethics

Module 2 (10 Hours)

Traditional theories of business ethics, Indian Value system, Values and ethics. Ethics in Management

Module 3 (8 Hours)

Introduction to Corporate Governance: Need, Importance, Objectives, Principles, Difference between Corporate Governance and Public Governance. OECD Principle, 4P's of Corporate Governance, Ownership and Corporate Governance.

Module 4 (10 Hours)

Evolution and Codes: Corporate Governance in Different countries. Corporate Obligations – to society, investors. Corporate Disclosures, Investor and Customer protection

Corporate Governance Codes and Guidelines: SEBI Guidelines, Board and Corporate Management, Accounting standards and Practices, Whistle blower Policy.

Module 5(10 Hours)

Corporate Governance Mechanism and Control: Internal Monitoring, Remuneration, Audit Committee, External Auditors, Government Regulations.

Corporate Social Responsibility: Concept, Social Orientation, Stake Holder Expectation, Implementation and Advantages, Examples of CSR.

Practical Components:

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- Students can select any domestic institutions of their choice and study the CSR initiatives carried out by them and present the same in the class.
- Case studies/Role plays depicting ethical issues in business with respect to Indian context.
- A group assignment on the interrelationship between the stakeholders of business in Indian context along with their business model to be presented in the class.

COURSE OUTCOMES:

Students will be able to:

- Understand the need for ethics in global business and develop skills required to work through ethical dilemmas.
- Appreciate and apply Indian value system, with knowledge of other countrysystems.
- Be aware of the need for good corporate Governance.
- Adopt effective corporate governance
- Know the benefits of CSR.

REFERENCE BOOKS:

1. Corporate Governance – N.V.Badi, Vrinda Publications.
 2. Corporate Governance, Ethics and Social Responsibility- Balachandran V & Chandrashekharan V.,PHI.
-

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code : 18MBA25	L: T: P: S	Credits: 4
Exam marks : CIE: 50 SEE: 50	3:0: 2: 0	Exam Duration: 3 Hours

Course objectives:

1. To expose students to the fundamental concepts of production and operations management.
2. To make students understand the importance of forecasting and facilities layout planning.
3. To highlight the importance of Productivity Improvement techniques.
4. To apprise students the practical application of Network analysis Tools.
5. To highlight the importance of Quality control tools and techniques

Module 1 (8 hours)

INTRODUCTION: Meaning of "Production" – Meaning of "Operations" – Nature of Production/Operations – Production Functions – Managing a Production/Operating System – Distinction between Production Management and Operations Management – Objectives of Production/Operations Management – Decision Making in Production/Operations Management – Organizing to Produce Goods and Services – Functions of Production/ Operations Managers – Problems of Production/Operations Management –The Scope of Operations Management – Recent Trends in Production/Operations management, Production System Model.

Module 2 (8 hours)

FORECASTING: Introduction,Need, Forecasting time horizon, Types, Elements of a good forecast, Methods / Techniques of forecasting,forecast error and its measurement,Forecasting as a planning tool. Problems on Forecasting

Facilities location: Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities.

Facility layout planning: Layout and its objectives for manufacturing operations, Service Operations, Types of Plant Layouts, Factors influencing layout changes. Problems on location selection under Facility planning

Module 3 (10 hours)

OPERATIONS RESEARCH: Introduction of OR, LPP, LPP formulation, Graphical Method. Simplex method (Pure maximization)

ASSIGNMENT: Mathematical model, balanced, unbalanced, maximization and restricted kind.

TRANSPORTATION MODEL: Mathematical model, North West Corner Method, Matrix Minima method, VAM method and optimality test using MODI.

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Module 4

(10 hours)

NETWORK ANALYSIS: Introduction, Product life Cycle, Network definitions, Network diagram representations, Terms used, Rules for Network construction, PERT & CPM, Difference between CPM and PERT, Scheduling when resources are limited, Work Breakdown Structure.

Module 5

(08 hours)

PRODUCTIVITY: Productivity Measurement – Productivity Improvement – Factors Affecting Productivity – Productivity Improvement Techniques. Types of productivity, Materials Management, Role of Material management, procurement procedures including bid systems,

QUALITY MANAGEMENT: Introduction, Quality characteristics of goods and services, Tools and techniques for Quality improvement, Statistical Process control charts, p-chart, r-chart, np-chart (with numerical), 7 Quality control tools, Total Quality Management model, Six sigma-application, types of methods, Juran's Quality Trilogy, Deming's 14 principles, PDCA cycle, Quality cycles, Quality improvement, Introduction to ISO 9000 and QS 9000.

Practical Components:

- Student should be able to demonstrate the application of operations management tools by taking real time situations or scenarios.
- Demonstrate the understanding of production management concepts by taking contemporary situations and finding the optimal solution.

Course outcomes:

Students will be able to:

- Understand and apply network management tools in business situations.
- Develop skills in the use of techniques of PERT and CPM
- Use transportation and assignment models with ease and illustrate the use of network techniques for successful project implementation

Text Books:

1. Production and Operations Management – Ashwathappa and ShridharBhat, Himalaya Publishers
2. Production and Operations Management – R B Khanna, PHI Publishers
3. Operations Research – Theory & Applications, J K Sharma, 5th edition, Macmillan publishers,
4. Kalavathy S, Operations Research, Fourth Edition, Vikas Publishing House, 2013.

E-Resources:

- stattrek.com/tutorials/statistics-tutorial.aspx
 - <https://www.tutorialspoint.com> › Statistics › Statistics Formulas
 - nptel.ac.in/courses/112106134/3
 - <https://www.linearprogramming.info/linear-programming-graphical-method/>
 - www.maths.unp.ac.za/coursework/MATH331/2012/transportation_assignment.pdf
-

INTERNATIONAL BUSINESS

Course Code : 18MBA26	L: T: P: S	Credits: 4
Exam marks : CIE: 50 SEE: 50	4:0:0:0	Exam Duration: 3 Hours

Course Objectives:

- To enable the students, learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.
- To expose the student as to how international economic environment, have a bearing on the economy.

Module 1 (10 Hours)

International Business: Importance, nature and scope of International business; Modes of entry into International Business; Multinational Corporations , foreign exchange rate, Issues in foreign investments, technology transfer, pricing and regulations; Balance of Payment Account: Concept and significance of balance of payments account; Deficits and correction policies.

Module 2 (10 Hours)

World trade and protectionism – Tariff and non-tariff barriers; International Economic Institutions and Agreements: WTO, WTO and Developing Countries, IMF, World Bank, UNCTAD Trade /EXIM policy of India Regional Economic Groupings in Practice: Levels of Regional Economic Integration; Regionalism vs. Multilateralism; Present trends

Module 3 (8 Hours)

Theories of global trade and investment- Mercantilism, theory of absolute advantage, theory of comparative advantage, factor endowment theory, product life cycle theory, Porter’s national competitive advantage. FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. FDI- Indian Scenario

Module 4 (6 Hours)

Organizing international business – international designs, factors influencing choice of a design, issues in organization design. Conflict management, reconciliation, adjudication and arbitration issues, supporting Institutions, Negotiations. Social responsibility and Ethical issues in international business – national differences in ethics and social responsibility, codes of conduct for MNC’s.

Module 5

(10 Hours)

Global- Operations management-competitive advantage, strategic issues in operations management, (Manufacturing Management, Logistics Management and Procuring), Marketing Management, benefits of international markets. Human Resource Management: Approaches, Expatriation and Repatriation Process, Training.

Course outcome:

Students will be able to:

- Understand the fundamentals of International Business
- Analyze the international environment
- Understand the relationship between the international environment, business and strategies.

Text Books:

1. Francis Cherunilam; International Business, Prentice Hall Of India, 5th Edition, 2011
2. Charles Hill, International Business, McGraw-Hill-Irwin, 9th Edition, 2012.
3. John Daniels, Lee Radebaugh and Daniel Sullivan, “International Business”, Prentice Hall, 13th Edition, 2010
4. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.
5. Andrew Harrison Et Al; International Business; Oxford, 2006
6. Richard M Hodgetts And Fred Luthans, “International Management”, McGraw-Hill,

INPLANT TRAINING

Course Code : 18MBA27

L: T: P: S

Credits: 4

Exam marks : CIE: 50 SEE: 50

0: 0: 0: 16

Exam Duration: 3 Hours

GENERAL GUIDELINES

1. The In-plant training report should contain a maximum of 25 pages.
2. The Institution shall receive ONE copy of the project report after the completion.
3. The student shall seek the guidance of the internal guide on a continuous basis
4. On completion of the Inplant training, 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 25 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

CHAPTER - 1

INDUSTRY PROFILE- Broad outline of the industry

CHAPTER- 2

COMPANY PROFILE

- 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

CHAPTER- 3

Mckinsey's 7s frame work

CHAPTER- 4

Learning Experience

Bibliography

Annexure - Photographs, financial statements (if available) etc

III SEMESTER
STRATEGIC MANAGEMENT

Course Code : 18MBA31

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 aware about core concepts of strategic management
2. To expose students about various business strategies in dynamic market environments.
3. To give insights into various strategic management models
4. To instill a comprehensive and step-wise understanding of the principles of strategy implementation, evaluation and control.

Module 1

(10 Hours)

Strategy and Process of Formation:

Meaning and nature of Strategic Management, its Importance and relevance, Characteristics of Strategic Management, Strategic Management Process, Relationship between a company's Strategy and its Business Model, Strategy Content and Role, Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model

Module 2

(10 Hours)

Competitive Advantage Analysis:

External Environment – PESTEL Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM), Globalization and Industry Structure – Key Success Factors – concept and implementation. Analyzing a company's resources and competitive position - Resources, Capabilities and competencies – SWOT Analysis - Value Chain Analysis – Benchmarking - Generic building blocks of Competitive Advantage- Distinctive Competencies – Avoiding failures and sustaining competitive advantage, Business Model Canvas

Module 3

(12 Hours)

Corporate and Business Level Strategies:

Corporate Level Strategies - Stability, Expansion, Retrenchment and Combination strategies – Corporate Strategy - Vertical Integration – Diversification – Motives for Diversification – Related and Unrelated Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP)

Business Level Strategy - Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment, Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - McKinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix, Ansoff Matrix

Module 4

(8 Hours)

Strategy Implementation & Evaluation:

The implementation process, Resource allocation, designing organizational structure -Designing Strategic Control Systems - Matching structure with strategy -Restructuring, Reengineering, and E-Engineering -Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control.

Module 5

(12 Hours)

Current Strategic Issues:

Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis, Types of Crisis and Crisis Management, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and Strategies for e-commerce

Practical Component:

1. Analyzing the Mission and Vision statements of selected Indian companies.
2. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.)
3. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news items to understand and write down the company's strategy and execution efficiency.
4. Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.
5. Map out GE 9-cell matrix and BCG matrix for some companies and compare them.

Course Outcome:

Students will be able to:

1. Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
 2. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
 3. To give the students an insight on strategy at different levels of an organization to gain competitive advantage.
 4. To help students understand the strategic drive in multinational firms and their decisions in different markets.
 5. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.
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Recommended Text Books:

1. Crafting and Executing Strategy. AThompsonJr, Margaret A. and John E Gamble, 2017, McGraw Hill Publication, New Delhi.
2. Strategic Management – Hitt & Manikutti, Cengage learning, 2018.
3. Strategic Management Concepts & Cases – 2015, 15th Edition, Fred R David, PHI Learning Private Ltd, New Delhi.
4. Charles W.L. Hill & Gareth R. Jones, Strategic Management Theory, An Integrated approach, Cengage learning
5. Strategic Management, 2017, Azhar Kazmi, 4th Edition, Kindle Edition

Reference Text Books:

1. Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson: South Western, Thomson Learning.
 2. Crafting and Executing Strategy, Arthur Thompson, A. J. Strickland, Arun Jain, McGrawhill.
 3. Strategic Management: The Indian Context, 2014, R. Srinivasan, Fifth edition Prentice Hall India Learning Private Limited.
 4. Strategic Management, 12th Edition, Pearce John, Richard B Robinson, Amita Mital, Special Indian Edition, Tata McGraw-Hill Education India
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ENTREPRENEURSHIP DEVELOPMENT

Course Code : 18MBA32

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 concept & process of entrepreneurship.
2. To learn preparing business plans and creating project reports for entrepreneurial activities.
3. To provide an insight of various entrepreneurship supporting institutions and the means of approaching different financial institutions for business.
4. To understand the nuances of family run business.
5. To provide insight to students on contemporary entrepreneurship opportunities.

Module 1

(10 Hours)

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.

Module 2

(12 Hours)

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.

Module 3

(8Hours)

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.

Module 4

(10 Hours)

Family Business: Importance of family business - Types – History - Responsibilities and rights of shareholders of a family business – Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.

Module 5

(12 Hours)

International Entrepreneurship Opportunities: The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade.

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. Conduct SWOT analysis of your institution and validate it
4. Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show

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 & execute suitable strategy.
- Suggest appropriate strategy for companies to improve their business.

Recommended Text Books:

- 1) Vasant Desai, 2011, Entrepreneurship Development and Management, 6th edition, Himalaya Publishing House.
- 2) Poornima Charantimath, 2018, Entrepreneurship Development-Small Business Enterprise- 3rd Edition, Pearson Education.
- 3) Robert D. Hisrich, Michael P Peters, Dean A Shepherd, 2012, Entrepreneurship, 9th Edition, McGraw-Hill Publication.
- 4) Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 2012, Crafting and Executing Strategy, 18th Edition, Tata McGraw Hill Publication.

Reference Text Books:

1. Mathew J Manimala, Entrepreneurship Theory at crossroads, 2nd Edition – Biztantra Publication.
 2. Raj K Shankar, 2012, Entrepreneurship-Theory and Practice, 1st Edition, Vijay Nicole Imprints Pvt. Ltd
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HUMAN RESOURCE SPECIALIZATION
STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code : 18MBAHR341	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3:0:0:0	Exam Duration: 3 Hours

Course Objectives:

1. To know the importance of strategic HRM
2. To improve the conceptual understanding of investment perspectives of HR
3. To know the basics of strategic HR policies
4. To learn about the international strategic human resource management
5. To know the scope of HR strategy for corporations of tomorrow

Module 1 (5 Hours)

Understanding Strategic HRM: Introduction to Strategic HRM, Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs. 'Best practice' approach

Module 2 (8 Hours)

Investment perspectives of HR: Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Nontraditional investment Approaches.

Module 3 (9 Hours)

Strategic HR Policies: Meaning, objectives, importance, Strategic Role of HRM, Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM, Aligning HRM with business strategy, Linking HRM practices to organizational outcomes assessing and reducing costs

Module 4 (10 Hours)

International Strategic Human Resource Management - Managing Global Human Resources, Evaluating HR functions in International Context, Multinational, Global and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Expatriation and repatriation management in global HRM

Module 5 (10 Hours)

HR Strategy for Corporations of Tomorrow - Organizational HR in the future: (i) The corporations of tomorrow(ii) Information age (iii)Virtual corporation (iv) Diversity and (v) Social responsibility- virtual teams flexi time andtelecommuting HR outsourcing contingent and temporary workers, HR ScorecardEmployee Engagement Strategies - Talent management and retention.

Practical Component:

1. Activity related to Strategic HRM.
2. The students should prepare/analyze case studies.

Course Outcome:

Students will be able to:

- Understand importance of strategic HRM.
- Learn the application of investments in strategic areas.
- Adopt effective SHR policies.
- Know the importance of HRM in international arena.
- Prepare various strategies based on different needs of the organization.

Recommended & Reference Text Books:

1. Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan(2018),Strategic Human Resource Management,Oxford Publishers
 2. Edited by Gary Rees, Paul Smith (2017), Strategic Human Resource Management: An International Perspective, Sage Publications.
 3. Charles R. Greer,(2003), Strategic Human Resource Management, Pearson Education,ISBN: 9788177582062, 8177582062
 4. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources,PHI.
 5. Stephen J. Perkins, Susan M. Shortland (2006),Strategic International Human Resource Management: Choices and Consequences in Multinational People Management - Kogan Page Publishers
 6. Schuler,Strategic Human Resource Management, 2/e, Wiley.
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PERFORMANCE MANAGEMENT AND REWARD SYSTEMS

Course Code : 18MBAHR342	L: T: P: S	Credit : 3
Exam marks : CIE: 50 SEE: 50	3:0:0:0	Exam Duration: 3 Hours

Course Objectives:

1. To familiarize students with the concept of performance management
2. To make students aware of the foundations of performance appraisal.
3. To help students develop an understanding performance management systems
4. To make students aware of the performance management skills.
5. To help students have a better understanding of the reward systems in the organization

Module 1 (9 Hours)

Performance Management: Introduction, Objectives of Performance Management, Evolution of Performance Management, Features of PM, Need for Performance Management, scope and significance of performance management, Benefits of Performance Management, Disadvantages/Dangers of Poorly Implemented PM Systems, process of performance management, Four Components of PM.

Module 2 (9 Hours)

Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organizations, Characteristics of Performance Appraisal, Performance assessment and appraisal - Who should appraise. Performance appraisal methods -Traditional Methods & Modern Methods. Performance appraisal problems-Performance Appraisal Interview Activities, Appraisal Forms, Characteristics of Appraisal Forms. Performance Appraisal Process, 360-Degree Appraisal –Concept, advantages and disadvantages, process of 360-Degree Appraisal

Module 3 (8 Hours)

Performance Management Systems:

Meaning, objectives, multiple components of PMS, process of PMS Implementation, evaluation methods in PMS. Performance analysis model, Key Performance Areas and its uses, Key Result areas and sample activities. Performance counseling: Importance, constituents and process

Module 4 (7 Hours)

Performance Management Skills: Process of Monitoring Performance-Coaching -Contexts, importance, merits and demerits, mentoring, counseling, delegation to employees- differences merits & demerits, significance. Briscoe’s principles, Role efficacy, dimensions of role efficacy.

Module 5 (9 Hours)

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Reward Systems: Meaning, Importance, purpose of reward systems in organizations. Types of reward systems- Financial and Non-financial, Rewards and Recognition Systems, Awards – Motivation to employees

Practical Components:

- Students can select any domestic institutions of their choice and study the Performance appraisal process and reward systems
- Case studies/Role plays

Course Outcomes:

Students will be able to:

- Understand the need for having performance management in organizations.
- Appreciate and apply Performance appraisal systems.
- Know the benefits of implementation of PMS.
- Be aware of the need for PM Skills.
- Adopt effective Reward systems.

Recommended & Reference Text Books:

- Herman Aguinis – Performance Management
 - Milkovich, G, Newman, J., Compensation, 9th Edition New York: McGraw-Hill/Irwin Publishing
 - Rao, T.V. - Performance Management and Appraisal Systems London, Response Books.
 - Varsha Dixit - Performance Management
 - Brown, B. & Armstrong, M., Paying for Contribution. Real Performance-Related Pay Strategies, Kogan Page.
 - Gerhart, B., & Rynes, S. - Compensation: Theory, Evidence and Strategic Implications. Thousand Oaks: Sage.
 - Lawler, E.E. - Rewarding Excellence. Pay Strategies for the New Economy, Jossey Bass.
 - Martocchio, J. J. - Employee benefits: A primer for human resource professionals (3rd Ed.). New York: McGraw-Hill/Irwin.
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INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code : 17MBAHR343	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3:0:0:0	Exam Duration: 3 Hours

Course Objectives:

1. To introduce key concepts of International HRM.
2. To understand International Workforce planning, staffing and the challenges.
3. To relate training and performance management in IHRM.
4. To know the international compensation structure and supporting laws.
5. To help the student know the HRM Practices and make them understand how the IT concepts have a bearing on IHRM.

Module 1 (9 Hours)

Introduction to IHRM: Definition, Difference between IHRM and Domestic HRM, Globalization – 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 (9 Hours)

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 (10 Hours)

Developing Global Mindset: Global Leadership, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

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

(7 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.

Module 5

(7 Hours)

HRM practices in different countries- USA, Japan, Middle East, European countries, China, India. **Role of IT in IHRM** - Health and safety, Crisis Management, Virtual organizations- Managing HR in virtual organization

Practical Components:

1. Study of actual world as example for globalization.
2. Collect recruitment patterns of different companies
3. A study on the HRM practices in different countries through examples.

Course outcome:

Students will be able to:

- Understand the fundamentals of working of IHRM.
- Analyze the impact of proper workforce planning and staffing
- Understand how better training leads to better performance management and leadership.
- Learn and apply compensation components and to know key issues in international industrial relations.
- Recognize the recent trends in IHRM- impact of HRM practices in different countries and role of IT in IHRM

Recommended & Reference Text Books:

1. Peter J. Dowling, Marion Festing, Allen D. Engle (2017) International Human Resource Management Cengage Learning India Private Limited ISBN-13: 978-9386668585
 2. K. Ashwathappa, Sadhna Dash(2017),International Human Resource Management, McGraw Hill Education; 2 e ISBN-13: 978-0071077941.
 3. Monir H. Tayeb, (2005),International Human Resource Management Oxford University Press
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LABOUR LAWS

Course Code : 18MBAHR344	L: T: P: S	Credits: 3
Exam marks : CIE: 50 SEE: 50	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

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

Module 1 (6 Hours)

Labour Legislation: Meaning, need, objective, scope, growth, growth of labour legislation in India, impact of ILO & LL, Protective and regulative labour legislations,

Module 2 (10 Hours)

Legislation Concerning Wages And Bonus: Payment of Wages Act -1936, Minimum Wages Act-1948, Payment of Bonus Act-1965, Equal Remuneration Act-76. Factory Act 48, Mines Act-1952, Shops and Establishment.

Module 3 (8 Hours)

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.

Module 4 (8 Hours)

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

Module 5 (10 Hours)

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.

Course Outcome:

Students will be able to:

1. Acquire an understanding of prevailing labour laws in India
2. Apply the different laws concerning compensation
3. Apply the various social security laws.
4. Understand the significance of labour welfare.
5. To understand the existing provisions regarding night shift employees.

Recommended & Reference Text Books:

- 1.H.L. Kumar (2016) Labour Laws,ISBN- 8175341195
 - 2.P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar(2017), Industrial Relations, Trade Unions and Labour Legislation,3e,ISBN-9332587949
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MARKETING SPECIALIZATION
CONSUMER BEHAVIOUR

Course Code : 18MBAMM341	L: T: P: S	Credits: 3
Exam marks : CIE: 50 SEE: 50	3:0:0:0	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.

Module 1 **(8 Hours)**

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. **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.

Module 2 **(8 Hours)**

Model of Consumer Behaviour: Input-Process-Output Model, **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, Four views of consumer decision making.

Module 3 **(8 hours)**

Individual Influences on Consumer Behaviour: Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational vs. Emotional motives, Motivation Process. **Personality:** Basics of Personality, Theories of Personality and Marketing Strategy, Applications of Personality concepts in Marketing. **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.

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Attitude: Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication,

Module 4 **(8 hours)**

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 and Reference Groups.

Module 5 **(10 Hours)**

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 nonuse, Disposition, Product disposition.

Practical Components:

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. Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
2. 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.
3. 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.
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- Gain practical knowledge on the level of adoption process of products and services by consumers.
- Develop suitable Marketing strategy based on consumer expectations.

Recommended Text Books:

1. Leon Schiffman, Lesslie Kanuk, (2018), Consumer Behaviour , 12/e, Pearson
2. Hawkins Delbert, Consumer Behaviour: Building Marketing Strategy, 12/e Tata McGraw-Hill Education India
3. Jay D. Lindquist, Joseph Sirgy, Consumer behaviour, Cengage Learning.

Reference Text Books:

1. Suja Nair, Consumer Behaviour in Indian Perspective, Himalaya Publisher.
 2. Tyagi C.L., Consumer Behaviour, Pearson Education
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SUPPLY CHAIN & LOGISTICS MANAGEMENT

Course Code : 18MBAMM342

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. The objective of this course is to enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains.
2. This subject provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains.
3. This subject is designed to explain the critical roles of technology in supply chain planning, visibility and execution

Module 1

(6 Hours)

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

Module 2

(10 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

(8 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

(10 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

(8 Hours)

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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.

Course Outcomes:

Students will be able to:

- Understand how decisions are made in a supply chain by applying the basic concepts
- To relate concepts and activities of the supply chain to actual organizations
- Comprehend the effectiveness of inventory practices in organizations
- Understand the factors influencing the purchase decisions
- Understand the practicalities of logistics in supply chain management.

Recommended Text Books:

1. Chopra Sunil and Peter Meindl (2016), Supply Chain Management, 6e, Pearson,
2. Coyle, Bardi, Longley, (2016), A Logistic approach to Supply Chain Management, 10th Edition, Cengage Learning

Reference Text Books:

1. Donald J Bowersox, Dand J Closs, M Bixby Cooper, (2019), Supply Chain Logistics Management, 5e, TMH
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SALES AND RETAIL MANAGEMENT

Course Code : 18MBAMM343

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. To develop an understanding of the contemporary retail management issues and trends in retailing.
2. To understand the insights of selling skills and strategies.
3. To provide an analytical and technical frame work to understand the emerging world of business.
4. To develop a basic understanding of how retailing business
5. To be aware of retailing strategies.

Module 1

(8 Hours)

Introduction to sales management : Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.

Module 2

(8 Hours)

Selling skills & Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-u action.

Module 3

(8 Hours)

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force

Module 4

(8 Hours)

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.

Module 5

(10 hours)

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.

Practical components:

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 outcomes:

Students will be able to:

- Demonstrate his understanding of retail concepts.
- Apply proper selling skills and strategies.
- Understand the management of sales territory and quota.
- Understand the evolving dimensions of retail management.
- Understand the retailing strategies.

Recommended Text Books:

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

Reference Text Books:

1. David Gilbert, Retail Marketing Management, 2/e, Pearson Education.
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SERVICES MARKETING

Course Code : 18MBAMM344	L: T: P: S	Credits: 3
Exam marks : CIE: 50 SEE: 50	3:0:0:0	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.

Module 1 (8 Hours)

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.

Module 2 (8 Hours)

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.

Module 3 (8 Hours)

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.

Module 4

(8 Hours)

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

Module 5

(10 Hours)

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-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.

Practical Components:

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 gapmodel 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.

Recommended Text Books:

1. Christopher Lovelock, JochenWirtz, JayantaChatterjee(2017),Services Marketing, 8/e, Pearson
 2. Lovelock Christopher Services Marketing (People, Technology, Strategy),7e,Pearson
 3. .Services Marketing-Valarie A Zeithmal & Mary Jo Bitner 5/e, TMH, 2011
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4. Services Marketing-Christopher Lovelock, Pearson Education, 2004
5. Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L. Kurtz, 2/e, Biztantra, 2007

Reference Text Books:

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

FINANCE SPECIALIZATION

ADVANCED FINANCIAL MANAGEMENT

Course Code : 18MBAFM341	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To provide students the conceptual knowledge of working capital management and identify the various sources of financing working capital requirement.
2. To enable the students to understand the techniques of cash management.
3. To analyze the important dimensions of efficient management of receivables within the framework of a firms objective of value maximization.
4. To impart knowledge on concepts of managing and controlling inventory.
5. To inculcate conceptual knowledge of capital structure and dividend decisions and their impact on value of the firm.

Module 1 (6 Hours)

Working capital management – Determination of level of current assets, Sources for financing working capital - Short term financing of working capital, Long term financing of working capital, Bank finance for working capital, Working capital leverage (No problems on estimation of working capital).

Module 2 (9 Hours)

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.

Module 3 (9 Hours)

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

Module 4 (8 Hours)

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

Module 5

(10 Hours)

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 and ROI & ROE analysis

Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Bonus shares and stock split, Legal and procedural aspects of dividends and corporate dividend tax

Practical Components:

- Study the working capital financing provided by a bank and submitting the report on the same.
- Study the annual report of any two companies and prepare a cash budget for next year.
- To study and report the collection policies followed by a firm.
- Study dividend policy of companies and its impact on shareholder's wealth and also to study implications of bonus issues/stock splits of companies.

Course Outcomes:

Students will be able to:

- Realize the importance of management of working capital in an organization.
- Prepare a cash budget and ascertain the requirements of cash at a given period.
- Demonstrate the conceptual application of liquidity management dimensions through receivables management.
- Manage inventory effectively.
- Get an overview of capital structure theories and assess the dividend policy of the firm.

Recommended Text Books:

- Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH
- Financial Management - Prasanna Chandra, 8/e, TMH
- Financial Management - I.M. Pandey, 10/e, Vikas
- Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.
- Principle of Corporate Finance– Brearly and Myers, 10/e, TMH

Reference Text Books:

- Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cengage Learning,
 - Corporate Finance: Ross, Westerfield & Jaffe– TMH – 8/e
 - Financial Management & Policy - Vanhorne, 12/e, Pearson
 - Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd.,
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- Cases in Financial Management – Pandey& Bhatt, 2/e, TMH

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code : 18MBAFM342	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3:0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

- To provide knowledge about investment process, various investment avenues and familiarize students with the operations of stock markets in India.
- To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
- To understand the concepts of bond valuation, bond risk management and equity valuation.
- To inculcate the knowledge about fundamental analysis & technical analysis and usage of charts for investment in different assets.
- To study the theories of portfolio management and also the tools and techniques for efficient portfolio management.

Module 1 (6 Hours)

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Investment in physical and financial assets, Features of a good investment, Investment Process.

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, Indices of Indian Stock Exchanges.

Module 2 (8 Hours)

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Risk aversion, Calculation of Risk – Standard deviation, coefficient of variation; Beta as a measure of Risk. Concept of return and returns of individual security, measurement of return; relative return, expected value and measuring return over the multiple periods, 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.

Module 3 (8 Hours)

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Bond valuation: Bond features, Bond terminology, Types of bonds, Bondvaluation, Duration, Modified Duration, YTM, Determinants of interest rates, Theories of interest rates, Bond Risk management tools-Types of risks, Immunization, Convexity, Term structure of interest rates. (Problems on YTM,duration and modified duration)

Preference Shares:Concept,Features, Yields. Equity Valuation: Models-Valuation methods-dividend discount model.

Module 4 **(10 Hours)**

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, GlobalEconomy, 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, Market Indicators and Japanese candle stick. (Problems in company analysis & Technical analysis)

Module 5 **(10 Hours)**

Modern Portfolio Theory: Markowitz Model, Sharpe's Single index model.

CAPM: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML.

Market Efficiency: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency

Portfolio Management Strategies:Active and Passive Portfolio Management strategy.Portfolio Revision: Portfolio RevisionStrategies – Objectives, Performance plans.

Portfolio Performance Evaluation: Holding period's returns, Measures of portfolio performance - Sharpe's, Treynor's and Jensen's

Practical Components:

- Mock stock trading activity among the student groups and final evaluation of their portfolio at the end of the semester.
- Students can study the functioning of stock exchange.
- Students can do:-
 - Macro-economic analysis for the Indian economy.
 - Industry analysis for specific sectors.
 - Company analysis for select companies.
- Students can practice Technical Analysis on stocks of their choice.
- Students can study the mutual funds schemes available in the market and do their performance evaluation.

Course Outcomes:

Students will be able to:

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- Know various avenues of investment and gain proficient knowledge about the Indian Stock Exchange indices and the trading & settlement procedures.
- Determine risk involved in an investment & its corresponding benefits.
- Valuate equity shares, preference shares, & bonds.
- Use the knowledge of fundamental and technical analysis to determine whether to invest or stay invested or not to invest.
- Demonstrate knowledge about portfolio construction & its evaluation.

Recommended Text Books:

- Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH
- Security Analysis & Portfolio Management- Kevin S, PHI, 2011.
- Investment Management – Bhalla V. K, 17/e, S. Chand
- Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson
- Security Analysis & Portfolio Management – PunithavathyPandian, 2/e, Vikas,

Reference Text Books:

- Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI
 - Security Analysis & Portfolio Management– DhaneshKhatri, 1st Edition, Macmillan
 - Security Analysis & Portfolio Management– Talwar, 1st Edition, Cengage
 - Security Analysis & Portfolio Management – Avadhani V. A, HPH.
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INDIAN TAX SYSTEM

Course Code : 18MBAFM343

L: T: P: S

Credits : 3

Exam marks : CIE: 50 SEE: 50

3:0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

To make students understand

- The regulatory environment in which the taxes are framed and operated in India (Income Tax Act 1961).
- The classification of residential status and their tax liability.
- Evaluation of Gross Total Income.
- The application of various Deductions available U/s 80 C-80 U

Module 1

(8 Hours)

Basic Concepts: Assessment year, previous year, Person, Assessee, Income, Charges on income, Gross total income, Capital and revenue receipts and Residential status, Receipt and Accrual of income, Canons of taxation, Income tax authorities: Powers & functions of CBDT, CIT & A.O.(Problems on residential Status of Individual Assessee and Incidence of Tax)

Module 2

(10 Hours)

Computation of income under the head Salary: Different forms of salary – leave salary, gratuity, commutation of pension, provident fund, Allowances & Perquisites. Income from House Property (Theory Only)

Module 3

(10 Hours)

Income under the head Profit and Gains of Business or Professions: Method of accounting – Depreciation, Problems on computation of income from business & profession (doctor, Lawyer and Chartered accountant)

Module 4

(8 Hours)

Income under Capital Gain: basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains.

Module 5

(6 Hours)

Taxable Income & GST:Income from other sources (Theory only), Deductions U/S 80C, D, E and G; Computation of Individual Income Tax

GST: Introduction, Levy, exemption and administration.

Practical Components:

- Preparation of Income tax computation of Individual assesses.
 - Studying the online submission of Income tax returns
-

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Course Outcomes:

Students will be able to:

1. Compare the differences and similarities of Direct tax and Indirect tax.
2. Differentiate between Taxable income and exempted income.
3. Interpret the various provision and exemptions of direct Tax Act relating to computation of Gross Total Income.
4. Analyse the practical significance of Income tax as a source of revenue
5. Interpret the assessment of GST valuation.

Recommended TextBooks:

- Mehlotra & Goyal (2019); Income Tax; 55thEdition; Sahitya Publications; New Delhi
 - Singhanian & Singhanian; (2019); Income Tax; 55thEdition; Taxmann Publications; New Delhi
 - Bhagwathi Prasad (2019), Direct Taxes –Law and Practice, Vishwa Prakashana, Bengaluru.
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COST MANAGEMENT

Course Code : 18MBAFM34	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3:0: 0: 0	Exam Duration: 3 Hours

Course objectives:

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

Module 1 (8 Hours)

Introduction to Cost Management: Cost Accounting to Cost Management, Elements of costs, Classification of costs, Methods of costing, Cost Management Tools- a Strategic View to Cost Management, Concept of cost center, profit center and Investment center, Preparation of a cost sheet.

Module 2 (8 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), Absorption of Overhead - Theory on under and over absorption of overhead.

Module 3 (10 Hours)

Marginal Costing: Nature and Scope- Applications-Break even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing.

Module 4 (8 Hours)

Budgetary Control: Objectives of Budgetary control, 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 Labour variances only.

Module 5 (8 Hours)

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Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. **Cost Audit:** Objectives, Scope of Cost Audit – Types, Advantages, Limitations, Cost Audit report. **Management Audit:** Aims, Objectives and Scope. **Reporting to Management:** Purpose, Requisites of a good report and Classifications of report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose

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 take up any manufacturing organization and demonstrate the concept of marginal costing in real time decision making.
- Present the report of cost audit or management audit of a firm to the class.

Course Outcomes:

- Understand the cost concepts, cost behaviors, and cost accounting techniques and prepare a cost sheet.
- Prepare cost estimates for allocation and apportionment of overheads.
- Utilize marginal costing concept in decision making
- Prepare and interpret budgets and variance analysis.
- Have the conceptual knowledge of cost and management audit.

Recommended Books:

- Cost Accounting – Khan M. Y and Jain P. K, TMH.
- Management Accounting - Khan M. Y and Jain P. K, 6th Edition, McGraw Hill, 2012.
- A Text book of Cost and Management Accounting – Arora M. N, 11th Edition, Vikas.
- Cost Management: A strategic Approach - Vaidya S. C, Suveera Gill, Macmillan, 2010.
- Cost Accounting- Jawaharlal, & Seema Srivastava, 4th Edition, TMH.
- A Textbook of Cost Management- G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, Paramount Publishing House, 2013

Reference Books:

- Principles and Practice of Cost Accounting - Bhattacharyya, 3rd Edition, PHI.
 - Advanced Cost Accounting – Madegowda J, HPH.
 - Cost and Management Accounting – Arora M. N, 3rd Edition, HPH.
 - Cost Accounting: Theory and Practice - Bhabatosh Banerjee, 13th Edition, PHI.
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IV SEMESTER
PROJECT WORK

Course Code : 18MBA41

L: T: P: S

Credits: 12

Exam marks : CIE: 100 SEE: 200

0:0:0:48

Total Marks: 300

GUIDELINES FOR 8 WEEK PROJECT WORK

OBJECTIVE

To expose the students to understand the working of the organization/company / industry and take up an in-depth study of an issue / problem in the area of specialization

GENERAL GUIDELINES:

The project work shall be for a period of 8 weeks immediately after completion of 4th Semester classes.

- The project work report shall be compulsory for all the students opting for all specializations.
 - The Department shall receive 1 copy of project report.
 - By keeping the business trend in the present scenario, the institution has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
 - It is the total responsibility of the internal guide to monitor the freelance project.
 - In case, business problem is selected from a Company, no two students of an institute shall work on the same problem in the same organization.
 - The student shall seek the guidance of the internal guide on a continuous basis.
 - On completion of the project work, student shall prepare a report with the following format.
 - The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size
 - All the reports shall be printed in the A4 size 1 inch margin on all the sides (1.5 inch to the left side only).
 - The report shall be hard bound; facing sheet shall be of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
 - A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
 - An undertaking by the student to the effect that the work is independently carried out by him/her
-

- The certificate from the organization if applicable.
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive Summary

Chapterization of the Project Report:

Chapter 1: Introduction

Industry profile and Company profile: Promoters, Vision and Mission & Quality Policy, Products / Services profile, Areas of operation, Competitor's information, SWOT Analysis, Future growth and Prospects and Financial Statement.

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review (with 10 literature reviews)

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations,

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions

Bibliography

Annexure relevant to the project such as figures, graphs, photographs etc.

HUMAN RESOURCE SPECIALIZATION

CONSULTANCY MANAGEMENT

Course Code : 18MBAHR421

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. Develop an understanding of the nature and rigor of management consulting
2. Learn about consulting industry
3. Know the consulting process.
4. Demonstrate skills in project management
5. Practice and sharpen skills in managerial decision making.

Module 1 (4 Hours)

Introduction to Management Consulting: Definition of consulting; Attributes of a consultant and discuss to the key dynamics of the profession, structural industry costs, industry inhabitants, level of competitive rivalries and factors of differentiation.

Module 2 (5 Hours)

Consulting Industry Overview, History of Consulting, Consulting Firm Structure, firm economics, ethics and professional responsibilities and Business Practices, Case Discussion: Developing Professionals the BCG Way

Module 3 (7 Hours)

The Consulting Process, Professionalism and Winning Business, Needs Assessment, Marketing Services to Clients -Effective Proposal Writing & Presentations

Module 4 (7 Hours)

Project Planning and Mobilization, Collecting Data, Business Research, Interviews and Surveys Best Practices

Module 5 (5 Hours)

Case Simulations, Career in Consulting

Practical Component:

- Student should be able to demonstrate the application by taking real time situations or scenarios.
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Course Outcomes:

Students will be able to:

- Develop skills in management consulting fundamentals.
- Develop an understanding about the industry.
- Develop skills in professional art of writing proposals and consulting process.
- Apply best practices in project planning and mobilization.
- Learn how to identify, analyze, and negotiate consulting opportunities – important in building a practice or progressing upward within an existing one.

Recommended & Reference Text Books:

- Ethan Rasiel (2017), The McKinsey Way, 1e, McGraw Hill Education
 - Richard Newton, The Management Consultant: Mastering the Art of Consultancy (Financial Times Series) Kindle Edition
 - Alan Weiss, Getting Started in Consulting 3rd Edition, Kindle Edition
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HUMAN RESOURCE ANALYTICS

Course Code : 18MBAHR422	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To make the student aware of role of analytics in HR.
2. To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
3. To develop an understanding of the basics of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
4. To make the students aware of connecting data driven HR analytics to business.
5. To enable students to assess HR program through Scorecard.

Module 1 (6 Hours)

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), locating the HR challenge in the system, Valuing HR Analytics in the organizational system

Module 2 (6 Hours)

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics

Module 3 (5 Hours)

Basics of HR Analytics: What is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation

Module 4 (7 Hours)

Data driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business, benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data. HR Metrics – Defining metrics, Demographics, data sources and requirements, Types of

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data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital

Module 5

(4 Hours)

HR Scorecard: Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

Practical Components:

1. Identify the important HR metrics used in manufacturing companies.
2. Collect the payroll detail from IT Company and use module 5 contents.

Course Outcomes:

Students will be able to:

- Have an understanding of How HR analytics function adds value and demonstrates the value in business terms
- Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
- Convert soft factors in a people management context into measurable variables across various domains.
- Apply analytics for prediction.
- Devise, conduct and analyse a study on employees and HR program through scorecard in an organization.

Recommended Text Books:

- Tracey Smith (2019), HR Analytics: The What, Why and How, Create Space Independent Publishing Platform
- Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics: Leveraging Data for Competitive Advantage, 1stEdition, Sage Publications Pvt. Ltd;
- James Cecil (2017), Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration ,1stEdition, (FT Press Analytics)
- Deepak Kumar Bhattacharyya (2017), HR Analytics: Understanding Theories and Applications
- Jac Fitz- enz, John R.Mattox,(2014), Predictive analytics for Human Resources, Wiley

Reference Text Books:

- Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich,2001. The HR Scorecard: Linking People, Strategy, and Performance
-

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- Gene Pease Boyce Byerly, Jac Fitz-enz,(2013), Human Capital Analytics
- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H. Freeman

LEADERSHIP DEVELOPMENT

Course Code : 18MBAHR423	L: T: P: S	Credits: 3
Exam marks : CIE: 50 SEE: 50	3:0:0:0	Exam Duration : 3 Hours

Course Objectives:

1. To make students understand fundamental concepts and principles of organizational leadership.
2. To make students knowledgeable of the leadership traits and ethics underlying leadership behavior in an organization.
3. To make the students understand the basic concepts of leadership style, motivation and teamwork in an organisation.
4. To make students aware of organizational leadership,
5. Leadership development and succession besides, developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

Module 1 (5 Hours)

Introduction to Leadership:

Definition, Importance of leadership, Roles of a leader, Leadership concepts

Module 2 (5 Hours)

Leadership traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Theories.

Module 3 (6 Hours)

Leadership behaviour and motivation: Leadership behaviour and styles, Leadership grid, Leadership and motivation, The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, self-managed teams, the changing role of leadership in self-managed teams.

Module 4 (6 Hours)

Leader follower relations: Followers, Delegation, Coaching, Managing conflict. Organizational Leadership: Types-Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity.

Module-5 (6 Hours)

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Leadership development and succession: Development through self-awareness and self-discipline, Development through education, experience and mentoring, succession, Leadership development programs.

Course Outcomes:

Students will be able to

1. Understand concepts relating to leadership.
2. Understand the overview of leadership traits and ethics in organization.
3. Comprehend & correlate organizational leadership styles and effectively use their skills to work in groups to achieve organizational goals.
4. Demonstrate their acumen in applying their knowledge in organizational leadership
5. Develop an understanding of leadership development and succession in real world/situation.

Recommended Text Books

1. Lussier/ Achus (2017), Effective Leadership, 5e, Thomson South Western
2. Hughes, Ginnet, Curphy (2018), Leadership-Enhancing the Lessons of experience, 9 e, Tata McGraw Hill.
3. Andrew J Dubrin(2018) Leadership-Research findings, Practice, and skills, 9e, Biztantra.

Reference Text Books

1. Gary Yukl (2017), Leadership in Organizations, 8e , Pearson Education.
 2. Richard L Daft (2017), The Leadership Experience, 7e, Cengage Learning.
 3. Dynamics of leadership, Craig Watson, Jaico Publication.
 4. George Manning and Kent (2018), the art of leadership, 6e, McGraw Hill Education
-

PERSONAL GROWTH & INTERPERSONAL EFFECTIVENESS

Course Code : 18MBAHR424

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

3:0:0:0

Exam Duration: 3 Hours

Course Objectives:

1. To know the importance of self.
2. To identify strengths and weaknesses as an individual, as a member of a group/organization using personality types.
2. To understand the concepts of self awareness, self esteem, NLP and Locus of Control.
3. To understand Interpersonal growth and effectiveness.

Module 1 (5 Hours)

Personal Growth: Meaning, nature and scope of personal growth. Self- awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries

Module 2 (5 Hours)

Understanding Human Personality: Personality – Meaning & Determinants; Personality theories- Types and Myers Briggs Type Indicator test (MBTI), Trait theories –Type A and B Personalities; Emotional intelligence –Meaning, Dimensions, and Emotionally intelligent Organizations. Artificial Intelligence

Module 3 (7 Hours)

Attitudes, beliefs, Values and their impact on behavior, Personal change –meaning, nature and requisites, Locus of control. Habit Formation – Habits of personal effectiveness. Seven habits of highly effective people, Creativity and innovation, Blocks to creativity. Creativity processes and tools - convergent and divergent thinking. Six thinking Hats.

Module 4 (5 Hours)

Interpersonal Relations & Personal Growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B, Conflict resolution and negotiation, Time management and honoring the commitments

Module-5 (6 Hours)

Ego states, types of transactions, Life position, Ego states - Id, ego and super ego and defense mechanisms, developing a self-improvement plan. Interpersonal Trust: Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self-reflection and practicing new behaviors.

Practical Components:

1. Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
2. Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.
3. Students have to try psychometric test like MBTI, FIRO-B, Big Five etc ,

Course Outcomes:

Students will be able to:

1. Understand the components of personal growth for better self-actualization in profession as well as personal front.
2. Gain insights of human personality,
3. Understand the significance of attitudes, beliefs, values and their impact on individual behavior and to achieve organizational goals.
4. Gain insights in the aspects of interpersonal growth and handling conflicts
5. Able to apply ego states for better life positions.

Recommended Text Books:

- John W.Newstrom and Keith Davis (2014),Organizational Behaviour: Human Behavior at work, 14/e, Tata McGraw Hill.
- Robert N. Lussier(2016) Human Relations in organizations,10/e, Mc-Graw Hill Education.
- David A. Whetten and Kim S. Cameron (2015),Development of Management Skills, PHI

Reference Text Books:

- UdaiPareek (2016),Understanding OB,4e,Oxford University Press.
 - Seven habits of highly effective people – Stephen R Covey
-

MARKETING SPECIALIZATION
STRATEGIC BRAND MANAGEMENT

Course Code : 18MBAMM421	L: T: P: S	Credits: 3
Exam marks : CIE: 50 SEE: 50	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To help the students appreciate the relationship between corporate strategy and Brand Management.
2. 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.
3. To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

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, and Packaging

Module 4 (6 Hours)

Measuring Brand Equity: Methods for measuring Brand Equity- Quantitative Techniques & Qualitative Techniques, Comparative methods-Brand based comparisons, marketing based

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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.

COURSE OUTCOMES:

- 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.

RECOMMENDED BOOKS:

- Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
- Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
- Brand Management, Tapan Panda, 2/e, Excel Publication

REFERENCE BOOKS:

- Brand Management- Harish V Verma, 2/e, Excel BOOKS
 - Compendium Brand Management – Chunnawalla – HPH, 1/e
 - 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
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INTERNATIONAL MARKETING MANAGEMENT

Course Code : 18MBAMM422

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives:

1. To introduce students to the international marketing management process, design and theories
2. To develop skills relating to the design of international marketing strategy.
3. To familiarize the essential ingredients of developing international marketing strategy
4. To provide basic knowledge about export – import business and countrywide Implications.

Module 1

(6 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

(6 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 foreignbusiness

Module 3

(6 Hours)

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

Module 4

(6 Hours)

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

Module 5

(4 Hours)

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

Course Outcome:

Students will be able to

- Analyze global market situations.
- Apply various theories of international marketing in day to day business situations.
- Prepare documents for export and import.
- Devise suitable policies for pricing of exports.
- Conduct market research at international levels.

RECOMMENDED BOOKS:

1. Varshney and Bhattacharya, International marketing Management – An Indian Perspective, Sultan Chand & Sons, New Delhi.
2. Keegan, Global Marketing Management, Prentice Hall of India, New Delhi.
3. Philip Cateora and John Graham, International Marketing, Tata Mc Graw Hill, New Delhi.

REFERENCE BOOKS:

1. International Marketing: Analysis And Strategy - SakOnkvisit,Johnshaw , 4/e Biztantra.
 2. International Marketing – Rakesh Mohan Joshi, Oxford
 3. International Marketing – Michael Czinkota, Illka A. Ronkainen,Cenage Learning.
 4. International Marketing – Srinivasan R, 2/e, PH
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INTEGRATED MARKETING COMMUNICATIONS & SOCIAL MEDIA MARKETING

Course Code : 18MBAMM423

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

3: 0: 0: 0

Exam Duration: 3 Hours

Course Objectives

1. To make student aware of the role of IMC in marketing
2. To develop students skills in setting objectives and budgeting IMC
3. To make students aware of the IMC program development process
4. To provide an overview of social media marketing in the digital age.

Module 1 (6 Hours)

Role of IMC in marketing process, IMC planning model, Marketing and promotion processmodel. 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 (4 Hours)

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.

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.

RECOMMENDED BOOKS:

1. Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012,
2. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning
3. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education

REFERENCE BOOKS:

- Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI,
 - Tara Hunt, "The Wuffle factor: Using the power of social networks to build your business."
Avinash Kaushik, "Web Analytics 2.0: The art of online accountability and science of customer centricity."
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RURAL MARKETING

Course Code : 18MBAMM424	L: T: P: S	Credits: 3
Exam marks : CIE: 50 SEE: 50	3: 0: 0: 0	Exam Duration: 3 Hours

Course Objectives

1. To provide a conceptual understanding on the Rural Marketing with special reference to Indian context.
2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3. To familiarize with the Rural Marketing Strategies.
4. To provide an overview of Agricultural marketing and its importance in Economic development.

Module 1 (6 Hours)

Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

Module 2 (6 Hours)

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. Researching Rural Market: Secondary data research, Primary data collection, Questionnaire design, Sampling, Do's and Dont's in rural market research, Attributes of rural researchers and Limitations of Rural Research

Module 3 (6 Hours)

Rural Marketing Strategies: Rural market segmentation-Occupational Segmentation, Sociological segmentation, Thomson rural market index, Lin-Quest and MICA rating. Targeting, Selection of Segments, Coverage of Segments and Positioning, Product Strategies, Pricing Strategies, Distribution Strategies, Promotion Strategies.

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Module 4

(5 Hours)

Agricultural Marketing and Economic development: Introduction, Concepts, Objectives of Agricultural Marketing, Scope & Challenges of Agricultural Marketing, Differences in Agricultural Marketing and Manufactured goods, Commodities of Agricultural Marketing, Importance of Agricultural Marketing in Economic Development and Growth of Agricultural Marketing.

Module 5

(5 Hours)

Storage and Warehousing: Storage, Storage practices in India, Risks in Storage, Storage Structure, Essentials of Storage Structures, Cost of Storage, Returns of Storage Cost, Warehousing, Types of Warehousing, Warehousing in India, CWC, SWS, Functioning of Warehouses, Growth of Warehouses, FCI, Warehouse Capacity Utilization, Improvement Suggestions, Cold Storage, Advantages and Capacity.

Course Outcome:

- The student should be able to: Highlight the characteristics of Indian rural markets and describe the differences between rural and the urban economy.
- Analyze the roadblocks of Indian rural market and advocate solutions for the problems of rural markets.
- Emphasize the different strategies adopted by Indian companies for rural markets.
- Apply the strategies to be adopted for influencing the rural consumers.
- Exposure to rural marketing.

RECOMMENDED BOOKS:

- Rural Marketing - PradeepKashyap& Siddhartha Raut, Biztantra.
- Rural Marketing – Ravindranath V. Badi & Narayansa V. Badi. Himalya Publishing House.
- Rural Marketing - Dogra&KarminderGhuman, 1/e, TMH.
- Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.

REFERENCE BOOKS:

- Rural Marketing – Krishnamacharyulu C. G &LalithaRamakrishnan, Pearson Education.
 - Rural Marketing – Habeeb Ur Rahman, 1/e, HPH, 2004.
 - Rural Marketing – MinoutiKamat& R. Krishnamoorthy, 3/e, HPH.
 - Agricultural Marketing in India – Acharya, Oxford I B H.
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FINANCE SPECIALIZATION
FINANCIAL DERIVATIVES

Course Code : 18MBAFM421

L: T: P: S

Credits: 3

Exam marks : CIE: 50 SEE: 50

3: 0: 0:0

Exam Duration: 3 Hours

Course Objectives:

1. To acquire knowledge about derivatives
2. To understand the specifications of forward & future contracts and the concept of hedging strategies using futures
3. Exposure towards understanding option pricing models and trading strategies
4. To provide an understanding of the functioning of commodity market and credit derivatives market.

Module 1

(3 Hours)

Introduction to derivatives: History - meaning - features – types - economic benefits of derivatives, factors contributing to the growth of derivatives, functions of derivative markets, exchange traded versus OTC derivatives, traders in derivatives markets, major markets dealing in derivatives, regulations of financial derivatives in India.

Module 2

(7 Hours)

Forwards and Futures: Meaning, features and types of futures/forwards, Futures vs. Forwards- Mechanics of buying and selling futures/forwards Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage process. (Numerical problems on MTM and valuation of futures/forwards)

Module 3

(8 Hours)

Options: Options vs. futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options, Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies-Interest rate options, Exotic options. (Numerical problems on all aspects except exotic options)

Module 4

(4 Hours)

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Commodity Derivatives: Commodity derivative exchanges (with commodities traded) in India, Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded.

Module 5

(6 Hours)

Credit Derivatives & Value at Risk (VaR) - Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralised Debt Obligation (CDO)-Sub-Prime Crisis-2007- Credit Spread Options-Probability of Default-Forward Rate Agreement (FRA)-Interest Rate Caps/Floors/Collars-Types of Interest Rates-Zero Rate-Forward Rate-Value-at-Risk-Meaning, VaR Models-Stress testing and back testing. (Numerical problems only on VaR, Zero Rate and Forward rate)

Practical Components:

- Students can visit stock broking firm and study the features of different services and report.
- Students can visit a financial institution dealing in derivatives and study the products offered by them
- Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

Course Outcomes:

Students will be able to:

1. Gain conceptual knowledge of derivatives
2. Demonstrate the understanding of working of forward and future market
3. Determine the value of options using different option pricing models and trading strategies.
4. Understand the operations of commodity market and different types of commodities traded
5. Critically evaluate various financial derivatives

Recommended Text Books:

- Options Futures & Other Derivatives - John C. Hull, 9/e, Prentice Hall, 2014
- Options & Futures- NDVohra and B R Bagri, 2nd Edition, Tata McGraw Hill
- Derivatives - Valuation & Risk Management - Dufresne & Miller, Oxford University Press

Reference TextBooks:

- Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press
 - Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2007
 - Derivatives, Principles and Practice, Sundaram & Das, McGraw Hill, 2013
 - Risk Management, Vaijanath Babshetti & Prakash B. Yaragol, 1st edition, Kalyani Publishers, 2014.
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PROJECT APPRAISAL, PLANNING AND CONTROL

Course Code : 18MBAFM422	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3:0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

1. To provide the framework of capital budgeting and understanding of market and demand analysis and technical analysis.
2. Understanding of project cash flow projections and the appraisal criteria.
3. To expose students to special decision situations, social cost benefit analysis, qualitative analysis and environmental appraisal of projects.
4. Exposure to various means of project financing and project appraisal techniques in practice.
5. Exposure to project management - network techniques and project review and administrative aspects

Module 1 (6 Hours)

Planning & Analysis Overview: Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index (Theory)

Module 2 (6 Hours)

Market and demand analysis, Technical analysis (steps to be discussed in detail). Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice. (Theory & Problems)

Module 3 (6 Hours)

Types and measure of risk – simple estimation of risk – sensitivity analysis– scenario analysis– Monte Carlo simulation – decision tree analysis –selection of project – risk analysis in practice.

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Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirrlees approach to SCBA

Environmental appraisal of projects: meaning and scope of environment– Environmental resources values – environmental impact assessment and environmental impact statement).

Module 4 **(4 Hours)**

Project financing in India: Means of finance – norms and policies of financial institutions – SEBI guidelines – Sample financing plans – structure of financial institutions in India – schemes of assistance – term loans procedures – project appraisal by financial institutions.

Module 5 **(6 Hours)**

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation.

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limited – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling).

Project review and administrative aspects: Initial review – performance evaluation – abandonment analysis – administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization.

Practical components:

Students are asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.

- Students can visit a financial institution/Bank and study the project appraisal criteria adopted by them.
- Students can study the project financing procedure provided by Banks.
- Students can visit the organization which have undertaken large scale projects like ‘Bangalore Metro Rail’ and study the risk associated with such projects and also study how they access and manage such risks.

Course Outcomes:

The student will able to:

- Gain an understanding of the criteria’s for resource allocation and importance of generation and screening of ideas.
- Demonstrate the use of various tools available for risk analysis in capital budgeting to measure the financial feasibility of the project.
- Measure and quantify the risk in projects.
- Gain an understanding of various means of project financing and their merits and demerits
- Demonstrate various strategies in designing and implementing the project to its successful completion.

Recommended Text Books:

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- Project Planning: Analysis, Selection, Implementation and Review – Prasanna Chandra, 7/e, TMH, 2011.
- Project Management and Control, 2015, 6/E, Narendra Singh, Himalaya Publishing House
- Project Management – Bhavesh M. Patel, 2/e, Vikas.

Reference Text Books:

- Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
- Project Management: The Managerial Process – Gray & Larson, 4/e, TMH, 2011.
- Construction Project Management, Planning, Scheduling and Control – Chitkara, 1/e, TMH.
- Project Management – Meredith & Gopalan, Wiley India (P) Ltd. 2011.

MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code : 18MBAFM423	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3:0: 0: 0	Exam Duration: 3 Hours

Course Objectives:

- To understand the strategic importance of mergers and acquisitions in modern business organization.
- To compare and contrast the various forms of corporate restructuring.
- To facilitate for understanding of the merger process and the allied activities involved in it.
- To apply and analyse financial evaluation and accounting aspects of M&A.
- To understand accounting, legal and regulatory aspects concerned with M&A's.

Module 1 (6 Hours)

Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

M & A – A strategic perspective- Industry life cycle and Product life cycle analysis in M&A decision, Strategic approaches to M&A- SWOT analysis and BCG matrix

Module 2 (5 Hours)

Corporate Restructuring

Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).

Module 3 (6 Hours)

Merger Process & Evaluation: Dynamics of M&A process - Identification of targets – Negotiation – Closing the deal. Five-stage model – Due diligence (Detailed Discussion). Methods of Financing Mergers – Cash Offer, Share Exchange Ratio. Process of merger integration – organizational and human aspects – managerial challenges of M & A

Module 4

(4 Hours)

Acquisitions/Takeovers: Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act 2002 Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory)

Module 5

(7 Hours)

Accounting aspects of Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)-Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems)

Practical Components:

1. Pick up any latest mergers & acquisition deals that have taken place in the recent past and generate the details of the deal and then study the deal in the light of the following.
 - Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
 - Synergies likely to emerge to the combining and the combined firm(s) from the deal
 - The valuation for the merger
2. Critically evaluate different types of M&A, takeover and antitakeover strategies.

Course Outcomes:

Students will be able to

- Understand corporate merger and acquisition activity
- Identify and demonstrate the different forms of corporate restructuring.
- To analyse the strategic objectives behind M&A's decisions and understand the human & cultural aspects of M&A's
- To demonstrate their knowledge on various methods of takeovers, its types & defensive strategies that can be adopted by targets.
- Compute the valuation associated with M&A.

Recommended Text Books:

- Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring and Corporate Control – Pearson Education, 4/E
 - Mergers & Acquisitions – Text & Cases by B Rajesh Kumar- Tata McGraw Hill company
 - Mergers, Acquisitions and Takeovers, Machiraju H.R., New Age International (P) Ltd., New Delhi
 - Ashwath Damodaran – Corporate Finance-Theory and Practice – John Wiley & Sons
 - Mergers, Acquisitions & Corporate Restructuring by Prasad G Godbole – Vikas Publications
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Reference Text Books:

- Sudi Sudarsanam – Value Creation from Mergers and Acquisitions – Pearson Education, 1/E,
- Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education,
- Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath S.R – Sage Publication.
- Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code : 18MBAFM424	L: T: P: S	Credits : 3
Exam marks : CIE: 50 SEE: 50	3:0: 0:0	Exam Duration: 3 Hours

Course Objectives:

1. To provide an understanding of the global economic and financial environment
2. To explain the balance of payments in international trade.
3. To familiarize with foreign exchange market, exchange rate mechanism and factors affecting foreign exchange.
4. To provide an understanding of foreign exchange exposure measurement and management.
5. To provide an understanding of designing and valuation of interest rate and currency swaps.

Module 1 (5 Hours)

Global Financial Management - Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime, International finance, Importance, Goals of MNC – Exposure to international risk- International Monetary system- Multilateral financial institution- Government influence on exchange rate. Country risk analysis

Module 2 (6 Hours)

Balance of Payments - Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

Module 3 (6 Hours)

International Financial Markets- Foreign exchange markets-Structure of foreign exchange Trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-

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determination of forward market-Cross Rates-arbitrage profit in foreign exchange markets using cross rates.

Module 4

(5 Hours)

Forecasting foreign Exchange rate - Factors effecting foreign exchange rate, Theories of exchange rates- interest rate parity, purchasing power parity & international fisher effects
Problems covered interest rate arbitrage.

Foreign Exchange exposure - Types of Exposure - Management of Exposure - Transaction exposure - Translation exposure - Economic exposure - Problems to be solved on Transaction & Translation

Module 5

(6 Hours)

Foreign exchange risk Management - Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap - Cross currency Swaps-hedging through currency of invoicing- Hedging through mixed currency invoicing – Hedging through selection of supplying country, Caps, Floors and Collars, Swaption.

Practical Components:

- 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.

Course Outcomes:

The student will be able to:

- Develop awareness of international economic and financial environment.
- Gain knowledge on finding out inflows and outflows of currencies.
- Demonstrate with trading in foreign markets.
- Know foreign exchange exposure measurement and management.
- Value currency & interest rate swap.

Recommended Text Books:

- Madhu Vij – International financial Management- Excel - 3/e 2012
- International Financial Management - Jeff Madura, 13th Edition, 2018, Cengage Learning
- International Financial Management – Apte P. G, 7/e, TMH, 2014

Reference Text Books:

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- S.P. Srinivasan & Dr. B Janakiraman - International Finance Management, Biztantra Wiley Dreamtech, 2013
 - Eun&Resnick – International Finance Management –Tata McGraw Hill, 4/e,2013
 - Jain, Peyard and Yadav -International Financial Management – McMillan 2/e, 2013
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