

(An Autonomous Institute)

Affiliated to VTU, Belagavi, Approved by AICTE, New Delhi, Recognised by UGC with 2(f) & 12 (B), Accredited by NBA & NAAC

DEPARTMENT OF MANAGEMENT STUDIES

About Department:

The MBA program was started in the year 2000 with a vision to impart management education. The Department of Management studies is approved by All India Council for Technical Education (AICTE), New Delhi and is affiliated to Visvesvaraya Technology University (Belagavi). Department of Management Studies offers a rigorous and intensive Master's degree in Business Administration aided by an diverse mix of academic and industry professionals. Students can pursue a choice of their specializations.

The program offers dual specialization courses in MBA in:

- Finance & Marketing
- Finance & Human Resource
- Human Resource & Marketing

Vision (Department):

The department strives to empower and impart value driven quality management education to the students from diverse backgrounds that move towards making sustainable and socially responsible future.

Mission (department):

- To create a healthy competitive environment for students in which they can enhance their knowledge and sharpen their skills
- To build intellectual capabilities based on the twin pillars of theory and practice
- To promote self-employment through entrepreneurship

Programme Educational Objectives

- a. To have a thorough understanding of the core aspects of the business.
- b. To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
- c. To prepare them to have a holistic approach towards management functions.
- d. To motivate them for continuous learning.
- e. To inspire and make them practice ethical standards in business.

Programme Specific objectives

PSO1: To guide and channelizes the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them to strive towards personal victory and value creation to society.

PSO2: To ignite a passion for multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective which are not just simple but effective.

Programme outcomes

PO1: Ability to apply the business acumen gained in practice.

PO2: Ability to understand and solve managerial issues.

PO3: Ability to communicate and negotiate effectively, to achieve organizational and individual goals.

PO4: Ability to upgrade their professional and managerial skills in their workplace.

PO5: Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.

PO6: Ability to take up challenging assignments.

PO7: Ability to understand one's own ability to set achievable targets and complete them.

PO8: Ability to pursue lifelong learning.

PO9: To have a fulfilling business career.

Programme Educational Objectives	Programme Outcomes								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
a	√	√					√		
b				√	√	√			
c	√		√		√	√	√		
d				√		√	√	√	
e		√	√					√	√

MBA Program Structure and Credits

Year	Particulars	Credits	Total Credits
I	I - Semester	24	48
	II - Semester	24	
II	III - Semester	17	52
	Certification Course	4	
	Internship Study	6	
	IV - Semester	9	
	Project Work	16	
Total		100	100

SCHEME OF TEACHING AND EXAMINATION

I Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ20MBA11	Organisational Behaviour	PC	4	0	0	3	50	50	100	4
MVJ20MBA12	Managerial Economics	PC	4	0	0	3	50	50	100	4
MVJ20MBA13	Accounting for Managers	PC	4	0	0	3	50	50	100	4
MVJ20MBA14	Principles of Management	PC	4	0	0	3	50	50	100	4
MVJ20MBA15	Business Communication	PC	4	0	0	3	50	50	100	4
MVJ20MBA16	Business Statistics & Analytics	PC	4	0	0	3	50	50	100	4
Total			24	0	0	-	300	300	600	24

II Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ20MBA21	Human Resource Management	PC	4	0	0	3	50	50	100	4
MVJ20MBA22	Financial Management	PC	4	0	0	3	50	50	100	4
MVJ20MBA23	Research Methodology	PC	4	0	0	3	50	50	100	4
MVJ20MBA24	Legal Aspects of Business	PC	4	0	0	3	50	50	100	4
MVJ20MBA25	Marketing Management	PC	4	0	0	3	50	50	100	4
MVJ20MBA26	Entrepreneurial Development	PC	4	0	0	3	50	50	100	4
Total			24	0	0	-	300	300	600	24

➤ **SUMMER INTERNSHIP TRAINING (4 WEEKS)**

Internship Training – The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein he/she was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

III Semester

Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ20MBA31	International Business Management	PC	4	0	0	3	50	50	100	4
MVJ20MBA32	Strategic Management	PC	4	0	0	3	50	50	100	4
MVJ20MBA33	Elective I ***	PE	3	0	0	3	50	50	100	3
MVJ20MBA34	Elective II ***	PE	3	0	0	3	50	50	100	3
MVJ20MBA35	Elective III ***	PE	3	0	0	3	50	50	100	3
Practical										
MVJ20MBA309	Internship Study	EEC	-	-	2	-	50	50	100	6
MVJ20MBA310	2 Certification Course	EEC	-	-	4	-	50	50	100	4
Total			17	0	6	-	400	400	800	27

*** Chosen electives should be from two streams of management of three electives each for Dual Specialization.

IV Semester

Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ20MBA41	Elective I ***	PE	3	0	0	3	50	50	100	3
MVJ20MBA42	Elective II ***	PE	3	0	0	3	50	50	100	3
MVJ20MBA43	Elective III ***	PE	3	0	0	3	50	50	100	3
Practicals										
MVJ20MBA47	Project Work	EEC	-	-		-	50	50	100	16
Total			9			-	200	200	400	25

PC – Professional Core
 PE – Professional Electives
 EEC – Employability Enhancement Courses

ELECTIVES

	Sem.		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
Year 1	Sem I	Organisational Behaviour	√		√							
		Managerial Economics	√	√						√	√	
		Accounting for Managers	√			√						
		Principles of Management	√	√	√		√					
		Business Communication	√		√							
		Business Statistics & Analytics	√	√								
	Sem II	Human Resource Management	√	√		√	√		√		√	
		Financial Management	√	√		√	√		√		√	
		Research Methodology		√			√		√			
		Legal Aspects of Business	√									
		Marketing Management		√		√	√		√			
		Entrepreneurial Development	√	√					√			
Year 2	Sem III	International Business Management				√	√				√	
		Strategic Management	√	√		√	√	√	√	√	√	
		Elective I	Give Below for Each Stream									
		Elective II										
		Elective III										
		Internship Study	√	√	√	√	√	√	√	√	√	√
	Sem IV	Elective I	Give Below for Each Stream									
		Elective II										
		Elective III										
		Project Work	√	√	√	√	√	√	√	√	√	√
1 Certificate course is mandatory between 2 nd and 3 rd Semester												

CREDIT STRUCTURE FOR MBA PROGRAMME
(From 2020 – 2021 onwards)

No	Paper Code	Title of the Paper	Credits	Hours/ Week	Marks		
					CIE	SEE	Total
I Semester							
1	MVJ20MBA11	Organisational Behaviour	4	60	50	50	100
2	MVJ20MBA12	Managerial Economics	4	60	50	50	100
3	MVJ20MBA13	Accounting for Managers	4	60	50	50	100
4	MVJ20MBA14	Principles of Management	4	60	50	50	100
5	MVJ20MBA15	Business Communication	4	60	50	50	100
6	MVJ20MBA16	Business Statistics & Analytics	4	60	50	50	100
Sub Total			24	60	300	300	600
II Semester							
7	MVJ20MBA21	Human Resource Management	4	60	50	50	100
8	MVJ20MBA22	Financial Management	4	60	50	50	100
9	MVJ20MBA23	Research Methodology	4	60	50	50	100
10	MVJ20MBA24	Legal Aspects of Business	4	60	50	50	100
11	MVJ20MBA25	Marketing Management	4	60	50	50	100
12	MVJ20MBA26	Entrepreneurial Development	4	60	50	50	100
Sub Total			24		300	300	600
III Semester							
13	MVJ20MBA31	International Business Management	4	60	50	50	100
14	MVJ20MBA32	Strategic Management	4	60	50	50	100
15	MVJ20MBA33	Elective I ***	3	60	50	50	100
16	MVJ20MBA34	Elective II ***	3	60	50	50	100
17	MVJ20MBA35	Elective III ***	3	60	50	50	100
19	MVJ20MBA309	Internship Study	6	4Weeks			
20	MVJ20MBA310	2 Certification Course	4		50	50	100
Sub Total			27		300	300	600
IV Semester							
21	MVJ20MBA41	Elective I ***	3	60	50	50	100
22	MVJ20MBA42	Elective II ***	3	60	50	50	100
23	MVJ20MBA43	Elective III ***	3	60	50	50	100
24	MVJ20MBA309	Final project work	16	8Weeks	50	50	100
Sub Total			25		200	200	400
Grand Total			100		1200	1200	2400

ELECTIVE SUBJECTS

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Stream/ Specialization: Marketing Management									
Consumer Behaviour	√				√	√	√	√	√
Retail Management	√		√		√			√	√
Services Marketing	√				√	√	√		√
Marketing Research & Analytics	√		√		√				√
Business Marketing	√				√	√	√	√	√
Supply Chain Management	√				√	√		√	√
Stream/ Specialization: Financial Management									
Banking & Financial Services	√		√		√			√	√
Investment Management	√				√				√
Direct Taxation	√		√		√			√	√
Advanced Financial Management	√		√	√				√	√
Cost Management	√		√					√	√
Project Appraisal Planning & Control	√				√				√
Stream/ Specialization: Human Resource Management									
Recruitment & Selection	√		√		√			√	√
HR Analytics			√			√			√
Compensation & Reward System	√		√		√				√
Learning & Development	√		√		√			√	√
Industrial Relations & Labour Welfare	√		√		√			√	√
Conflict & Negotiation Management	√		√			√			√

SEMESTER – I

Master of Business Administration - MBA

[As Per Choice Based Credit System (CBCS)]

Effective from the Academic Year 2019 -2020

Course Title:	ORGANISATIONAL BEHAVIOUR	Semester	I
Course Code	MVJ20MBA11	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- Understand the concepts and significance of Organisational Behaviour and its level.
- Understand the Individual behaviours like personality, Learning, Attitudes, Motivation, Stress and perception

Unit –I	Organisational Behaviour(OB): Meaning–Elements–Need and importance–Approaches–Models – Levels – Global scenario – Socio-cultural, political and economic differences and their influence on International organisational behaviour – Futures of OB.	8 hours
Unit-II	Foundations of Individual Behaviour: Individual differences–Personality: Meaning–Personality factors – Learning: Components of learning process – Learning theories – Values: Significance and Types- Attitudes: Components – Formation – Perception: Perceptual process –Motivation: Types – Importance – Ability: Meaning – Types – Their relevance to organisational behaviour. Stress: Meaning – Types – Sources – Impact and consequences of stress on behaviour – Management of stress – (Two Case Studies)	10 Hours
Unit III	Group Dynamics: Group: Definition–Reasons–Types–Formation and development–Group Norms: Meaning – Types – Reasons for enforcement of norms – Norm variation – Norm conformity – Group Cohesiveness: Meaning – Advantages – Group Conflict: Meaning – Reasons – Management of group conflict – Their impact on organisational behaviour- Leadership: Types and Theories – (Relevant One or Two Case Studies).	10 Hours
Unit IV	Power and Politics: Power: Definition–Power vs Authority –Types of powers–Sources–Characteristics – Effective use of power – Politics: Definition – Political behaviour and organisational politics – Factors influencing political behaviour – Techniques of managing political behaviour – (Relevant One or Two Case Studies).	12 Hours
Unit V	Organisational Dynamics: Organisational Design–Determinants–Forms–Organisational Effectiveness: Meaning – Approaches – Factors contributing effectiveness – Organisational Culture: Meaning–Significance – Organisational Climate: Meaning-Factors influencing climate –Implications on organisational behaviour – Organisational Change: Meaning – Nature – Causes of change – Resistance to change – Management of change – Organisational Development: Meaning – Need – OD interventions – (Relevant One or Two Case Studies).	12 Hours
Unit VI	Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned. Practical: Studying Organizational Dynamics of two organizations in limelight – Visiting the web sites of top ranking organizations to see their organizational pattern and structure.	8 Hours

Reference and Textbooks:-

1. Moorhead, G., & Griffin, R. W. (2008). Organizational behavior managing people and organizations. Dreamtech Press.
2. Nelson, D., & Cooper, C. L. (Eds.). (2007). Positive organizational behavior. Sage.

3. Robbins, S. P., & Judge, T. A. (2003). Organizational Behaviour Pearson Education Inc.
4. Fred Luthans, "Organisational Behavior", McGraw Hill, 12th Edition.
5. Mc Shane & Von Glinov, "Organisational Behaviour", 4th Edition, Tata Mc Graw Hill, 2007.
6. Udai Pareek, "Understanding Organisational Behaviour", 3rd Edition, Oxford Higher Education, 2011.
7. Jerald Greenberg, "Behaviour in Organization", PHI Learning. 10th edition. 2011

Outcomes	<ul style="list-style-type: none"> ➤ Understand the importance of Organisational Behaviour. ➤ Gain knowledge to handle individual and group in organizations
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Course Title:	MANAGERIAL ECONOMICS	Semester	I
Course Code	MVJ20MBA12	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To introduce the fundamentals, tools and theories of managerial economics
- To provide an undertaking of the application of Economics in Business
- To have an understanding of Demand, Production, Cost, Profit and Market competition with reference to a firm and industry.

Unit –I	Economics & Business Decisions: Meaning, nature and scope of Managerial Economics–Relationship between Economic theory and Managerial Economics – Role of Managerial Economics in Business Decisions- Concepts of Opportunity cost, Time Value of Money, Marginalism, Equilibrium and their role in business decision making.	8 hours
Unit-II	Demand and Supply Analysis: Meaning, types and determinants of demand- Law of Demand – Giffen Paradox - Elasticity of Demand: Types, Measures and Role in Business Decisions-Determinants of supply- Elasticity of Supply- Measures and Significance - (Relevant One or Two Case Studies).	10 Hours
Unit III	Cost, Return and Production Function: Cost function and cost-output relationship–Economics and Diseconomies of scale – Cost control and Cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Cobb-Douglas and Homogeneous and Homothetic production functions - (Relevant Case Studies).	10 Hours
Unit IV	Price and Profit Function: - Pricing and output decisions under Monopoly, Duopoly, Monopolistic Competition and Perfect Competition –Penetrative and Skimming Pricing- Government control over and decontrol of pricing –Price discrimination –Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk)- Profit maximization – Cost volume profit analysis – Risk and Return Relationship - (Relevant One or Two Case Studies).	12 Hours
Unit V	Macro-economic Factors and Managerial Decision: Business cycle–Phases and Business Decision- Factors causing Inflation and Deflation- Control measures –	12 Hours

	Balance of payment Trend and its implications in managerial decision- National Income: Measures and Sectoral and Population distribution- Utility for Business Decision making-(Case study)	
Unit VI	Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned. Practical: Longitudinal and Cross-section Analysis of Profit, Profitability and Market Value of selected companies-(Case study)	8 Hours

Reference and Textbooks:-

1. Gupta, G. S. (2011). Managerial economics. Tata McGraw-Hill Education.
2. Mehta, P. L. (2014). Managerial Economics Analysis. Problems and Cases, Sultan Chand & Sons, Delhi
3. Geethika, Ghosh & Choudhury, "Managerial Economics", 2nd Edition, McGraw Hill. 2011.
4. Dominick Salvatore, "Managerial Economics", 7th Edition, Oxford Publishers, 2010.
5. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, "Managerial Economics", 4th Edition, Pearson Education, 2006.
6. Samuelson & Marks, "Managerial Economics" 5th Edition, Wiley, 2009.
7. Hirschey "Managerial Economics", 2nd Edition, Cengage Learning, 2010.
8. Kaushal H, "Managerial Economics: Case Study solutions" 1st Edition, Macmillan, 2011.

Outcomes	<ul style="list-style-type: none"> ➤ The students could assimilate the basic concepts in economics for effective management of scarce resources required for management. ➤ The students can know their operating concepts of Demand and supply in market and the consumer and producer behaviour pattern respect to production and cost function
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Course Title:	ACCOUNTING FOR MANAGERS	Semester	I
Course Code	MVJ20MBA13	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To provide knowledge on the fundamental of financial accounting
- To explain fundamental accounting concepts, conventions and use the accounting equation.
- To prepare basic journal entries for business transactions and present the data in an accurate manner

Unit –I	Introduction to Accounting: Definitions-Types and use of accounting- Financial, Management and cost accounting – Scope of Accounting - Concepts and conventions of Accounting, Relationship of accounting with other disciplines, Accounting Equation (problems on accounting equation). Case Study: Problems on Accounting Equation.	10 Hours
Unit-II	Preparation of Books of Accounts: Preparation of journals and ledger, subsidiary Books – Errors and Rectification-Trail balance – Profit & Loss account and Balance sheet preparation - Depreciation - Straight line and Written down Value Methods.	12 Hours

Unit III	Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies as per Companies Act of 2013. (Basic problems Final Accounts)	14 Hours
Unit IV	Financial statement Analysis: Concept and Need for analysis of financial statement – Types and tools of analysis: Trend analysis, Common size statements and comparative statement, Financial ratio analysis- Turnover ratios- Liquidity ratios – Proprietary ratios – Profitability ratios – Uses and limitations of ratio analysis.	10 Hours
Unit V	Accounting Standards and IFRS: Nature and significance, Need of Accounting Standards, IFRS and proposed changes in Indian Accounting Standards	8 Hours
Unit VI	Accounting Theories and emerging issues: Concept and classes of accounting theory – Their uses - Corporate Governance, Human Resource Accounting, Forensic Accounting, Window Dressing Sustainability Reporting.	8 Hours

Reference and Textbooks:-

1. \Narayanaswamy R, “ Financial Accounting : A Managerial Perspective, 5/e ,PHI, 2014
2. Tulsian P. C, “Financial Accounting”, 1st Edition, Pearson Education.
3. Ambrish Gupta, “ Financial Accounting for Management: An Analytical Perspective”, 4th Edition, Pearson Education.
4. Gary A. Porter & Curtis L. Norton, “Financial Accounting (IFRS update)”, 6th Edition, Cengage Learning.
5. Bhattacharya, “Essentials of Financial Accounting (Based on IFRS)”, 3rd Edition, Prentice Hall India.
6. Jasmine Kaur, “IFRS: A Practical approach”, McGraw Hill.

Outcomes	<ul style="list-style-type: none"> ➤ Acquire the knowledge about the concepts and fundamental principles of accounting. ➤ Demonstrate theoretical knowledge and its application in real time accounting. ➤ Capable of preparing financial statement of sole trading concerns and companies. ➤ Independently undertake financial statement analysis and take decisions. ➤ Comprehend emerging trends in accounting and taxation
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Course Title:	PRINCIPLES OF MANAGEMENT	Semester	I
Course Code	MVJ20MBA14	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
- To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process

Unit –I	Introduction to Management: Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business. Fayol’s fourteen principles of management	8 Hours
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Unit-II	Planning : Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision, Process of decision making - Rational decision making process- Decision making under different conditions	10 Hours
Unit III	Organizing: Nature and purpose of organizing- Organization structure- Line and staff authority Departmentation- Span of control- Centralization and decentralization- Delegation of authority Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal- (Relevant Case Studies)	10 Hours
Unit IV	Staffing: Definition of staffing, Purpose of staffing, An overview of the staffing functions: Situational factors affecting staffing, Skills and personal characteristics needed by managers, Recruitment, Selection, Promotion, Demotion and transfer. (Relevant Case Studies)	12 Hours
Unit V	Directing: Managing people: Communication; Hurdles to effective communication; Organization culture; Elements and types of culture- Managing cultural diversity(Relevant Case Studies)	12 Hours
Unit VI	Controlling: Process of controlling- Types of control- Budgetary and non-budgetary control techniques, Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations(Relevant Case Studies)	8 Hours

Reference and Textbooks:-

1. Andrew J. Dubrin, “Essentials of Management”, Thomson South western,9th Edition, 2012.
2. Samuel C. Certo and Tervis Certo, “Modern management: concepts and skills, Pearson education”, 12th edition, 2012.
3. Harold Koontz and Heinz Weih rich, “Essentials of management: An International & Leadership Perspective”, 9th Edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L Mc Shane, “Principles of Management”, McGraw Hill Education, Special Indian Edition, 2007.
5. Don Hellriegel, Susan E. Jackson and John W. Slocum, “Management- A competency-based approach”, Thompson South Western,11th Edition, 2008.
6. Heinz Weih rich, Mark V Cannice and Harold Koontz, Management- “A global Entrepreneurial perspective”, Tata McGraw Hill, 12th Edition, 2008.
7. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, “Fundamentals of management”, Prentice Hall of India, 2012.

Course Outcomes	<ul style="list-style-type: none"> ➤ The students should be able to describe and discuss the elements of effective management, ➤ Discuss and apply the planning, organizing and control processes, ➤ Describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication
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Course Title:	BUSINESS COMMUNICATION	Semester	I
Course Code	MVJ20MBA15	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
- To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
- To prepare students to develop the art of business communication with emphasis on analyzing business situations.
- To train Students towards drafting business proposals.

Unit –I	Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation – Communication in a cross-cultural setting	8 Hours
Unit-II	Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control –Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Nonverbal communication. (Relevant Case Studies)	8 Hours
Unit III	Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.	10 Hours
Unit IV	Business Letters and Reports: Introduction to business - Business Letters – Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports writing. CVs, Group Discussions and Personal Interviews: Preparing for job- guidelines for good CV- Drafting an application letter - Participating in GD – Discussion Techniques - Interview - Job Interviews – Strategies for success at Interview - Communication skills.	12 Hours
Unit V	Presentations Skill: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for Managers. Business Etiquette: Meaning – Telephone Etiquette – Business Dining – Managing Customer Care. Case Methods of learning: Understanding the case method of learning-(Relevant Case Studies)	10 Hours
Unit VI	Employee Communication: Introduction – Composing Application Messages– Writing CVs Group discussions–Interview skills - Impact of Technological Advancement on Business Communication– Technology-enabled Communication- Communication networks – Intranet – Internet – E-mails – SMS – teleconferencing – video conferencing. Self-Study Component: group activity-Develop a mini case on a small business such as a restaurant or a book store. (Relevant Case Studies)	12 Hours

Reference and Textbooks:-

1. P D Chaturvedi, Mukesh Chaturvedi, "Business Communication: Concepts, Cases and Applications", -, Pearson Education
2. Mary Ellen Guffey, "Business Communication Process and Product", - Thomson Learning.
3. Lesikar, Flatley, "Basic Business Communication"- TMH
4. M Ashraf Rizvi, "Effective Technical Communication"- TMH, 2005.
5. Scot Ober, "Contemporary Business Communication" - Biztantra, 5th Edition.
6. Krizan, Merrier, Jones, "Business Communication", Thomson Learning, 6th Edition, 2005.

Course Outcomes	<ul style="list-style-type: none"> ➤ Students will be learning about of various methods of communication ➤ Students will learn the skills of oral communication to enhance their interpersonal relationship, listening and speaking skills. ➤ Students will be able to apply the principles of effective written communication in their transaction at work. ➤ Students will be able to respond to the employment opportunities in an effective manner. ➤ Students will be able to conduct team meetings and handle media communication better..
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Course Title:	BUSINESS STATISTICS & ANALYTICS	Semester	I
Course Code	MVJ20MBA16	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To introduce statistics as a tool for business decision making.
- To provide an analytical foundation for dealing business situations.
- To learn how to take decision under various situations.
- To understand the linear programming and project management evaluation techniques.
- To orient the students with statistical tools.

Unit –I	Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean. Measures of dispersion: Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance - Coefficient of Variance - Comparison of various measures of Dispersion.	10 Hours
Unit-II	Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression (Problems on simple correlation and regression only).	8 Hours
Unit III	Probability Distribution: Concept and definition - Rules of probability - Random variables –Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).	8 Hours

Unit IV	Sampling Theory and Hypothesis settings: Interval estimates of population parameters of large and small samples, formulation of hypothesis, Parametric and Non-Parametric Tests- T-test, Z-test, F-test, U-test, K-W Test and Chi Square test. Design of experiments – ANOVA One way and Two way.	10 Hours
Unit V	Time Series Analysis: Introduction - Objectives of Studying Time Series Analysis - Variations in Time Series – Methods of Estimating Trend: Freehand Method - Moving Average Method – Semi - Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Trend Method - Ratio to Moving Average Method.	12 Hours
Unit VI	Linear Programming: Structure, advantages, disadvantages, formulation of LPP, solution using Graphical Method. Transportation problem: basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.	10 Hours
Reference and Textbooks:-		
<ol style="list-style-type: none"> 1. S. P Gupta, “Statistical Methods”, Sultan Chand & sons, New Edition 2. N D Vohra, ”Quantitative Techniques in Management”, 4th Edition, Tata McGraw Hill, 2010. 3. S.C Gupta, “Fundamentals of Statistics” 6th Edition, Himalaya PublishingHouse, 2007. 4. J K Sharma, “Operations Research – Theory & Applications”, 5thedition Macmillan publ., 2013. 5. Anderson, Sweeney and Williams, “Quantitative Methods for Business”, Thomson, 2005. 6. James Latin, Douglas Carroll&Paul Green, “Analyzing Multivariate Data”, Thomson Lear., 2003. 		
Course Outcomes	<ul style="list-style-type: none"> ➤ Understand & applying descriptive statistical tools in business situations. ➤ Exhibit the skills in developing and applying probability distribution concepts in business and real time scenario. ➤ Develop the skills of decision making using Decision Theory 	

SEMESTER - II

Course Title:	HUMAN RESOURCE MANAGEMENT	Semester	II
Course Code	MVJ20MBA21	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To understand the HRM concepts and theory
- To obtain an overview of various HRM functions and practices
- To gain an insight into the various statutory provisions

Unit –I	Introduction to Human Resource Management–Definition–Objectives and Functions–Principles of HRM- Role and Functions of the HR Manager- Structure of Human Resource Function in organisations- Present day Challenges of HRM – Relevant one or two case studies	8 Hours
Unit-II	Human Resource Planning –Personnel Policy - Job analysis–Job description–Jobs specification- Planning for Leadership Transition and Second-line leadership – Recruitment - Sources of Recruitment- Internal Vs. External sources of recruitment – Relevant one or two case studies-(Relevant Case Studies)	10 Hours
Unit III	Employee Selection - Process and Problems- Placement and Induction–Training and Development: Methods of Training for Operatives, Supervisors and Executives– Promotion – Demotions – Transfers – Separation and Retention – Relevant one or two case studies	12 Hours
Unit IV	Employee Compensation –Wages and Salary Administration–Bonus–Fringe Benefits–Cafeteria Approach- ESOPs- Job Evaluation Systems – HR Auditing and Accounting– Relevant one or two case studies-(Relevant Case Studies)	8 Hours
Unit V	Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal. Employee Turnover & Employee Retention: Meaning, Strategies to manage employee turnover, Employee retention strategies -(Relevant Case Studies)	10 Hours
Unit VI	Employee Maintenance and Integration –Welfare and Safety Provisions –Accident prevention – Employee Grievances and their Redressal – Workers Participation in Management – Human Capital and Talent Management - Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees-(Relevant Case Studies)	12 Hours

Reference and Textbooks:-

1. Alan Price, *Human Resource Management*, Cengage Learning EMEA, 2011
2. Susan Jackson, Randall Schuler & Steve Werner, *Managing Human Resources*, Cengage Learning, 2012.
3. Dr P Subba Rao, *Personnel and Human Resource Management*, HPH, Mumbai, 2007.
4. Gary Dessler, *Fundamentals of Human Resource Management*, Prentice Hall, 2010.
5. Rao V. S. P, *Human Resource Management*, Excel Books, 2010
6. Lawrence S. Kleeman, Biztantra, *Human Resource Management*, 2012.
7. Dr. T.P RenukaMurthy, *Human Resource Management*, HPH
8. Srinivas R. Kandula, *Human Resource Management in practice* -, PHI, 2009
9. Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resources*, 6/e, PHI

Course Outcomes	<ul style="list-style-type: none"> ➤ Synthesize information regarding the effectiveness of recruiting methods ➤ Identify the various training methods and design a training program ➤ Design a job description & job specification for various levels of employees.
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Course Title:	FINANCIAL MANAGEMENT	Semester	II
Course Code	MVJ20MBA22	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To familiarize the students with basic concepts of financial management.
- To understand time value of money and cost of capital.
- To analyze capital structure, capital budgeting and dividend decision.
- To understand the short term and long term financing and working capital management

Unit I	Functions and Goals: Managerial and Operative functions- Investment, Financing and Income Functions - Goals of Financial Management- Benefit Maximizing and Problem Minimizing Goals- Risk-return trade off- Indian Financial System- Functions-Types. Emerging Issues in Financial management: Risk management and Derivatives, Behavioral Finance, Financial Modeling, Financial Engineering.	8 Hours
Unit II	Financing function: Long term financing sources and instruments–Shares and Debentures – Convertible securities & Term Loans – Foreign equity and debt securities –Working Capital: Components & Estimation – Financing – Sources and approach– Factors influencing working capital requirements, Working capital Policy, Determination of operating cycle and cash cycle, Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)	10 Hours
Unit III	Time Value of Money: Simple interest & Compound interest, Concepts of Future value& Present value of single cash flow & annuities & perpetuity, Effective interest rates, loan amortization (Theory & problems).	10 Hours
Unit IV	Capital structure planning: Cost of capital: Equity, Debt, Retained earnings – Weighted average cost of capital - Capital structure theories - Net income, Net operating income, MM and Traditional Theories - Leverage - Types and significance.	12 Hours
Unit V	Investment Decisions: Capital budgeting process, project classification, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, Accounting Rate of Return. Estimation of cash flow for new project & replacement projects (Theory & problems)	12 Hours
Unit VI	Dividend Decisions: Dividend policies - Factors affecting dividend decision – Dividend theories - Graham, Gordon, Walter and MM Theories - Ploughing back of earnings for expansion, diversification and modernization	8 Hours

Reference and Textbooks:-

1. Pandey, I. M. (1999). Financial Management–Vikas Publishing House Pvt. Ltd–.
2. Khan, M. Y., & Jain, P. K., *Financial Management: Text, Problems and Cases, 8e*. McGrawHill
3. Kishore, R. M. (2009). *Financial Management: Comprehensive text Book with case studies*. Taxmann.
4. Chandra, P. (2010). *Fund of Financial Management 5e*. Tata McGraw-Hill Education.
5. V K Bhalla , *Financial Management, 1st Edition- S.Chand 2014*
6. Brigham & Houston, *Fundamentals of Financial Management,10/e*, Cengage Learning
7. Paresh P., Shah 2/e, Biztantra, *Financial Management*
8. Sheeba Kapil, *Fundamentals of Financial Management*, Pearson,2013
9. Sumit Gulati & Y P Singh, *Financial Management , McGraw Hill, New Delhi – 2013*

Course Outcomes	<ul style="list-style-type: none"> ➤ Understand the real activities of functions and goals of financial management ➤ Comprehend the various aspects of financial management Understand the basic financial concepts ➤ Apply time value of money and evaluate the investment decisions ➤ Analyze the capital structure and dividend decisions and Estimate working capital requirements at organizational level.
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Course Title:	BUSINESS RESEARCH METHODS	Semester	II
Course Code	MVJ20MBA23	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To define, explain and apply research terms; principle research activities, skills and ethics associated with the research process.
- Explain the insights or relationship between theory and research process
- To Gain an insight into the applications of research methods
- To equip students with various research analytical tools used in business research

Unit -I	Business Research & Process: Meaning–Importance- Types of Research –Pure &Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental, Qualitative & Quantitative and Case & Generic Researches – Process of research –Research problem – Identification, selection and formulation of research problem – Review of literature – Research Gaps and Techniques – Hypothesis –Types and Formulation.	8 Hours
Unit -II	Research design & Sampling: Meaning, Components and Use of Research Design- Census Vs Sampling- Essentials of a good sampling –Probability and non-probability sampling methods – Sample size – Factors affecting the size of the sample - Sampling and non-sampling errors.	10 Hours
Unit -III	Sources and Collection of Data: Primary and secondary data–Observation: Types and Techniques–Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Schedule: Meaning, Essentials and kinds – Questionnaire: Meaning and types – Format of a good questionnaire– Measurement and Scaling techniques: Meaning, Importance, Methods of scale construction- Validity and Reliability- Pre-testing- Pilot Study	10 Hours
Unit -IV	Processing of Data: Editing, Coding, Classification and Tabulation–Analysis of Data–measures of Central Value: Arithmetic mean, Median and Mode – Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation – Measures of Relationship: Correlation and Regression Analysis – Association of Attributes	10 Hours
Unit -V	Hypothesis testing: Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- Chi-Square Test- t-test, z-test, f-test, U-test, K-W Test (problems on all tests)- Statistical analysis- Bivariate and Multivariate Analysis- (only theory). ANOVA- one-way and two-way classification (theory only)	12 Hours

Unit -VI	Report Writing: . Interpretation Report Writing: Meaning, types and contents of research reports –Steps involved in drafting reports – Principles of good report writing – Lay-out and Features of a Good Research Report- Grammatical Quality – Language flow- Data Support- Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions – Inputs for Stylish Report Writing.	8 Hours
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Reference and Textbooks:-

1. Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2012). *Essentials of statistics for business and economics* (Rev.)
3. Anzaldua Jr, R. (2016). *Does Information Security Training Change Hispanic Students' Attitudes Toward the Perception of Risk in the Management of Data Security*. North central University.
4. Best, J. W., & Kahn, J. V. (2016). *Research in education*. Pearson Education India.
5. Burns, R. P., & Burns, R. (2008). *Business research methods and statistics using SPSS*. Sage
6. Christensen, L. B., Johnson, B., Turner, L. A., & Christensen, L. B. (2011). *Research methods, design, and analysis*.
7. Donald R. Cooper & Pamela s Schindler, *Business Research Methods*, 9/e, TMH /2007
8. William M C Trochi,- 2/e, Biztantra, 2007, *Research Methods*

Course Outcomes	<ul style="list-style-type: none"> ➤ Understand various research approaches, techniques and strategies in the appropriate in business. ➤ Apply a range of quantitative / qualitative research techniques to business and day to day management problems ➤ Demonstrate knowledge and understanding of data analysis, interpretation and report writing ➤ Develop necessary critical thinking skills in order to evaluate different research approaches in Business
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Course Title:	LEGAL ASPECTS OF BUSINESS	Semester	II
Course Code	MVJ20MBA24	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To study the legal concepts those are vital for every one while doing any business.
- To create the knowledge of Legal perspective and its practices to improvise the business
- To understand the legal environment of business and complexities faced by businesses.
- To understand the importance of Corporate Social Responsibility

Unit - I	Indian Contract Act 1872 : Contract–Meaning–Essential Elements–Offer and Acceptance–Consideration – Capacity – Consent – Legality of object – Quasi contract – Discharge of Contract – Performance of Contract – Breach of Contract – Remedies –Study of Relevant case laws	8 hours
Unit -II	Special Contracts: Contract of Indemnity and Guarantee: Definition–Rights of Surety–Discharge of Surety – Bailment: Definition – Rights and Duties of Bailor and Bailee – Rights of Finder of Lost Goods – Pledge: Rights and Duties of Pawner and Pawnee – Contract of Agency: Definition of Agent and Principal – Creation of Agency – Types of Agents – Rights and Duties of Agent and Principal – Termination	12 Hours

	of Agency – Study of Relevant case laws.	
Unit -III	Sale of Goods Act, 1930: Contract of Sale: Essentials–Sale and Agreement to Sell– Conditions and Warranties: Caveat Emptor – Transfer of Property: Sale by non-owners – Performance of the Contract – Delivery of Goods – Rights and Duties of the Buyer and Seller. Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i)The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage By Road Act, 2007.	12 Hours
Unit- IV	Consumer Protection Act, 1986: Objects – Rights of Consumers –Consumer Dispute – Procedure of Filing Complaint – Procedure for redressal of Complaints – Redressal Agencies: Consumer Production Councils. Remedies – Study of Relevant case laws.	8 Hours
Unit -V	Companies Act, 2013: Characteristics–Kinds–Incorporation of Companies–Memorandum of Association – Articles of Association – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties – Meeting – Kinds – AGM and EGM – Board Meeting – Minutes and Resolutions – E-Filing of documents under Ministry of Corporate Affairs (MCA) 21	12 Hours
Unit -VI	Corporate Governance: Introduction, Definition, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance. Corporate social responsibility: CSR principles, Types, nature and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR. (Relevant Case Studies)	8 Hours

Reference and Textbooks:-

1. Card, S., & Audit, S. (2003). Business Policy and Strategic Management.
2. Kuchhal, M. C., & Kuchhall, V. (1978). *Mercantile law*. Vikas Publishing House.
3. M.S.Pandit and Shobha Pandit, *Business Law*, HPH, Mumbai, 2010.
4. N.D. Kapoor, *Mercantile Law*, Sultan Chand & Sons, New Delhi, 2010
5. Taxmann, C. L. 2012 Taxmann Publication Pvt Ltd. *New Delhi*.
6. Lawrence and Weber ,Business and Society, 12/e, Tata McGraw- Hill, 2010.
7. Bajaj P. S & Raj Agarwal, Biztantra ,Business Ethics -, 2012.
8. Keshoo Prasad,Corporate Governance -, 2/e, PHI.
9. Machiraju H. R, HPH , Corporate Governance –.
10. Prabakaran S, Business Ethics and Corporate Governance, Excel books.

Course Outcomes	<ul style="list-style-type: none"> ➤ Demonstrate awareness towards legal and regulatory context of business ➤ Recognize and appropriately respond to ethical, legal and strategic concerns relating to human resource and organizational management. ➤ Gain insights into various acts and understand the significance of corporate governance
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Course Title:	MARKETING MANAGEMENT	Semester	II
Course Code	MVJ20MBA25	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- Understand the concepts and significance of Modern Marketing Management, Societal marketing concept and Approaches to the study of marketing
- Knowledgeable in Consumer buying process – Determinants and theories of consumer behaviour – Psychological, sociological determinants

Unit -I	Marketing: Introduction, Definitions of marketing and market, Selling Vs marketing, Elements of Marketing , Functions of Marketing, Importance of Marketing, Marketing Myopia, Marketing mix, needs , wants, demand. Marketing Environment: External factor – Demographic factors – Internal factors - Marketing Planning Process: Marketing strategies of Leaders, Challengers, Followers and Nichers. (Relevant Case Studies)	8 hours
Unit -II	Consumer Behaviour and Marketing Research: Meaning and importance– Consumer buying process – Determinants and theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing- Marketing Research: Meaning – Objectives – Process- Demand Forecasting- Marketing Information System. (Relevant Case Studies)	8 Hours
Unit-III	Marketing segmentation: Introduction, Concept of Market Segmentation, Benefits, Process and Requisites of Effective Market Segmentation –Targeting and Positioning Product Mix: Product planning and development–Meaning and process–Test marketing–New Product failures – Product life cycles – Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line management – Planned obsolescence – Branding Policies and Strategies – Packing and Packaging – Relevant case studies(Relevant Case Studies)	12 Hours
Unit-IV	Price and Place Mix: Pricing and pricing policies–Objectives and Bases for price fixing–Pricing and product life cycle, Objectives of Pricing, Setting Pricing Policy, Methods of Pricing, Adapting Price, Initiating and Responding to Price Changes. Marketing Channels :Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Distribution Management: Distribution and Logistics Decisions-Intensity of distribution- Channel Levels, Channel Management Decisions-Retailing- Types, Functions-Wholesaling- Types, Functions. (Relevant Case Studies)	12 Hours
Unit -V	Promotional Mix: Marketing Communication - Communication in Personal selling and impersonal selling – Personal selling – Process – Steps in selling. Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy –Evaluation of advertising – Advertising budget – Sales promotion: Methods and practices- Publicity and Public Relations – Customer Retention and Customer Relationship Marketing(Relevant Case Studies)	12 Hours
Unit -VI	Recent Trends in Marketing: Introduction, E-commerce, E-marketing, E-Retailing,	8

	Relationship marketing, Mobile marketing, Green marketing, Customer relationship management (CRM), Digital marketing. Relevant case studies(Relevant Case Studies)	Hours
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Reference and Textbooks:-

1. Kotler, P., & Armstrong, G. (2013). Principles of marketing. Upper Saddle.
2. Bert rosenbloom, Marketing Channels: A Management View, South Western, 2012.
3. David Jobber & Fiona Chadwick, Principles & Practice of Marketing, McGraw Hill, 2012.
4. Ramaswamy, V.S & Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan.
5. Joel R.Evans, Barry Berman, Marketing in the 21st century, 8/e, 2008, , Biztantra publications, New Delhi.
6. Rajan Saxena, Marketing Management, 4/e, 2010, , TMH, New Delhi

Course Outcomes	<ul style="list-style-type: none"> ➤ Understand Consumer buying process, Psychological, sociological determinants, Marketing Information System- Marketing segmentation: Bases–Targeting and Positioning. ➤ Comprehend the Product Mix that may affect Product life cycles, Product positioning and Diversification, Branding Policies and Strategies, Packing and Packaging.
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Course Title:	ENTREPRENEURIAL DEVELOPMENT	Semester	II
Course Code	MVJ20MBA26	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To develop and strengthen entrepreneurial quality in students.
- To impart basic entrepreneurial skills for understanding a business efficiently and run effectively.
- To provide insights to students on entrepreneurial opportunities

Unit -I	Introduction to Entrepreneurship: Meaning of entrepreneur - Evolution of the concept-Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class- Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.	10 hours
Unit -II	Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - 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.	9 Hours
Unit-III	Institutional Supports of Entrepreneur: 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	10 Hours

	of India	
Unit-IV	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.	9 Hours
Unit -V	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	10 Hours
Unit -VI	Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists. Social Entrepreneurship: Social enterprise-need - types -characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship, MSME Policies. Make-In India, Start-Up India, Stand-Up India	12 Hours

Reference and Textbooks:-

1. Vasant Desai - Entrepreneurship Development and Management , Himalaya Publishing House – 2007
2. Raj Shankar Vijay Nicole , Entrepreneurship-Theory and Practice - Imprints Pvt. Ltd – 2006
3. Rajiv Roy , Entrepreneurship - - 2/e - Oxford University Press 2011
4. Kurakto Entrepreneurship-Principles and Practices - - 7/e - Thomson Publication - 2007
5. Mathew J Manimala , Entrepreneurship Theory at crossroads - 2/e - Biztantra - 2007

Course Outcomes	<ul style="list-style-type: none"> ➤ Display keen interest and orientation towards entrepreneurship Develop a business plan ➤ Become aware about various sources of funding for an entrepreneur including financial institutions, venture capitalists and Angel Investors ➤ Gain consciousness towards social entrepreneurship and rural entrepreneurship opportunities
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SEMESTER - III

CORE

Course Title:	INTERNATIONAL BUSINESS MANAGEMENT	Semester	III
Course Code	MVJ20MBA31	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To develop an understanding of international businesses environment and the global economy with emphasis on business units, institutions, and events.
- To get insights into the International Trade terms and Policies.

Unit -I	Introduction to International Business: Introduction, Introduction to International Business, Elements of International Business – Globalization: Meaning and implications - Globalization of markets and productions - The emerging global economy - Drivers of Globalization. Modes and entry strategies of international business the globalization debate: arguments for and against- trends in international trade. Differences between domestic and international business.	10 Hours
Unit -II	International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment- Economic factors – Determinants of economic development. Culture and International Business: Introduction, Meaning of Culture, values and norms– social structure–religious and ethical systems – language – education – implications of cultural differences on business. Country culture and Culture in an International Business Organization.	12 Hours
Unit-III	Instruments of International Trade Policy: Tariffs, subsidies, local content requirements, administrative policies, anti-dumping policies -Political and economic arguments for intervention - Development of the world trading system – GATT –the Uruguay round of negotiations.-WTO - genesis and functions – the future of WTO. International Monetary System (IMF), Overview of IMF and World Bank.	8 Hours
Unit-IV	Regional Integrations: Trading Blocks nature and levels of integration– arguments for and against regional integration – Trading blocks– European Union, ASEAN, APEC, NAFTA, SAARC, ANDEANPACT and MERCOSUR.	10 Hours
Unit -V	Foreign Investments: Types and Motives: Foreign investments, types of foreign investments, motives – Multinational Corporations: Organisation, design and structures – headquarters and subsidiary relations in Multinational corporations (MNC)	8 Hours
Unit-VI	International Business Operations: Exporting, Importing, Counter trade, global production, outsourcing and Logistics. Forex Market: Functions– nature of foreign exchange market – the trading mechanism – exchange rate determination – Methods of settling debts – balance of trade – stability of exchange rate - currency convertibility - Expatriation and Repatriation.	12 Hours

Reference and Textbooks:-

1. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, McGraw-Hill, 2007.2.

2. John D. Daniels Lee H Rade baugh, International Business: Environments and
3. Operations Addison Wesley, 2007.
4. Oded Shenkar YadongLuo : International Business –John Wiley &Co., 20063.
5. Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall International

Course Outcomes	<ul style="list-style-type: none"> ➤ Students will be in a position to understand the basic framework of international business ➤ Will be capable enough to handle issues & processes in an Organization with the basic knowledge imparted. ➤ Can make effective decision keeping in mind the interest of different stake holders, complying with the law and adhering to the ethical standards.
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Course Title:	STRATEGIC MANAGEMENT	Semester	III
Course Code	MVJ20MBA32	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To provide insights into the core concepts of strategic management.
- To evaluate various business strategies in dynamic market environments.
- To gain insights into various strategic management models

Unit -I	Introduction to Strategic Management: Introduction– the Concept of Strategy and the Strategy Formation Process – Significance and characteristics of strategic management - Stakeholders in business – Developing Vision, Mission- Purposes-Setting Objectives- Company goals and philosophy- Corporate Governance and Social responsibility-Case study.	8 Hours
Unit -II	Environmental Analysis and Strategies: Environmental scanning, Industry Analysis, Porter’s dominant economic features. Competitive Environment Analysis ; Porter’s Five Forces model, Industry diving forces , Key Success Factors ; concept and implementation. Value Chain Analysis. Internal analysis: Resource Based view, SWOT / PEST / ETOP analysis, Value Analysis- GAP Analysis. Mc Kinsey's 7s Framework - GE 9 Cell Model and BCG Matrix.	14 Hours
Unit-III	Business planning in different environments: Entrepreneurial Level Business planning – Multi stage wealth creation model for entrepreneurs– Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategies. (Relevant Case Studies)	8 Hours
Unit-IV	Corporate strategies: Grand strategies - stability, expansion, retrenchment and combination – Business level strategy- Strategy in the Global Environment- Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances-Building and Restructuring the corporation- Strategic analysis and choice . (Relevant Case Studies)	12 Hours
Unit -V	Strategy Implementation: Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy(Relevant Case Studies)	8 Hours
Unit-VI	Strategic evaluation and control: Balanced Score Card approach – EVA and MVA	10

	– ERP – Stake holder analysis – Systems thinking approach, Strategic control - operational control - process and techniques – Case studies.	Hours
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Practical Components:

- Analyzing the Mission and Vision statements of a few companies
- Applying Michael Porter’s model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company’s strategy and execution efficiency.
- 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; Analyse the internal and external factors
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus

Reference and Textbooks:-

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition, 2008.
4. Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, Crafting and Executing Strategy18/e, Tata McGraw Hill, 2012.
5. Alex Miller , Strategic Management, , Irwin McGraw Hill.
6. Charles W. L. Hill, Gareth R. Jones , Strategic Management - An Integrated Approach, Cengage Learning.
7. Fred.R.David, Strategic Management and cases, PHI Learning, 2008.
8. Upendra Hachru , Strategic Management concepts & cases , Excel Books, 2006.
9. Arnolddo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process – A Pragmatic Approach, Pearson Education, Second Edition, 2005.
10. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
11. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001.
12. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
13. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

Course Outcomes	<ul style="list-style-type: none"> ➤ Formulate a strategic plan that operationalizes the goals and objectives of the firm. ➤ Use management concepts to analyze complex business situations ➤ Associate with various Strategic Management models for Business situations ➤ Ability to evaluate and critique theories and models in corporate environment
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MARKETING SPECIALIZATION

Course Title:	CONSUMER BEHAVIOUR	Semester	III
Course Code	MVJ20MBA33	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behavior.
- To provide an insight of the psychological and behavioural concepts of consumers

Unit -I	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, Benefits of consumerism.	6 Hours
Unit -II	Role of Research in Understanding Consumer Behaviour: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings. Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences: Social Class, Culture, REFERENCE Groups, Family members. Levels of Consumer Decision Making Situational Influences- Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation.	12 Hours
Unit-III	Individual Influences on Consumer Behaviour and CRM: Part 1 A. Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives). B. Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Colour), Self and Self-Image (One or Multiple selves, The extended self, Altering the self). C. Customer Relationship Management: Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM	12 Hours
Unit-IV	Individual Influences on Consumer Behaviour and CRM: Part 2 A) Learning: Elements of Consumer Learning, Motivation, Cues, Response,	10 Hours

	Reinforcement, Marketing Applications of Behavioural Learning Theories, Classical Conditioning Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning, Elaboration Likelihood Model. B) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models.	
Unit -V	External Influences On Consumer Behaviour Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems. Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups.	12 Hours
Unit -VI	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.	8 Hours
Practical Component:		
<ul style="list-style-type: none"> • Students can go to malls and unorganized retail outlets and observe the behavior 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 behavior and present the findings in the class. • 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? • 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?. 		
Reference and Textbooks:-		
<ol style="list-style-type: none"> 1. Leon Schiff man, Lesslie Kanuk, Consumer Behavior , 10/e, Pearson, 2010. 2. Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari, Consumer Behaviour: A Managerial Perspective, Mittal, 1/e, Cengage Learning 3. Hawkins, & Others, Consumer Behavior: Building Marketing Strategy – Del I, 11/e, TMH, 4. Jay D. Lindquist, Joseph Sirgy, Consumer behavior , 1/e, Cengage Learning. 5. Suja Nair, Consumer Behavior in Indian Perspective, Himalaya Publications 		
Course Outcomes	The student should be able to: ➤ Explain the background and concepts vital for understanding	

	<p>Consumer Behaviour.</p> <ul style="list-style-type: none"> ➤ Identify the role of variables that determines Consumer Behaviour in Social & cultural domain. ➤ Identifying the psychological and behavioral practices adopted by organizations to enhance the Consumer Behaviour.
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Course Title:	RETAIL MANAGEMENT	Semester	III
Course Code	MVJ20MBA34	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To develop an understanding of the contemporary retail management, issues, strategies and trends.
- To highlight the importance of retailing and its role in the success of modern business.
- To acclimatize with the insights of retailing, key activities and relationships

Unit –I	Introduction and Perspective on Retailing: An overview of Global Retailing – Challenges and opportunities – Retail management, introduction, meaning, characteristics, emergence of organizations of retailing- Customer Buying Behaviour – Socio economic and technological Influences on retail management – Retail trends in India - FDI in Retail - Problems of Indian Retailing - Government of India policy implications on retails.	10 Hours
Unit-II	Retailing Formats and Theories: Retailers - Types of Retailers (Retail Formats)- Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats- Theories : Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory	10 Hours
Unit III	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. Retail Pricing : Factors influencing retail pricing, Retail pricing strategies.	12 Hours
Unit IV	Store Management and Visual Merchandising: Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails – Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems-Buying merchandise and Retail Communication Mix	12 Hours
Unit V	Retail Marketing Mix and Communication: Retail Marketing Management & Evaluation of Relationships in Retailing - Promotion – Setting objectives – communication effects of promotional mix – Promotional Strategies -Role of IT in Retailing: Barcodes and RFID – Retail MIS.	8 Hours

Unit VI	Retail Audit and Ethics in Retailing: Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism.	8 Hours
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Practical Component:		
<ul style="list-style-type: none"> • 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. • Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc. • Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers? • Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling? • 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. 		

Reference and Textbooks:-		
<ol style="list-style-type: none"> 1. Levy & Weitz, Retail Management ,8/e, TMH, 2012. 2. Chetan Bajaj, Retail Management , Oxford University press. 3. David Gilbert, James R Carver, Patrick m Dunne, Robert F Lusch, Retailing, 8/e 4. Retail Marketing Management - 2/e, Pearson Education. 5. A. J. Lamba, The Art of Retailing - McGraw Hill. 6. Barry Bermans and Joel Evans, (2002). “Retail Management – A Strategic Approach”, 8th edition, 2002, PHI private limited, New delhi. 7. David Gilbert, “Retail Marketing Management”, 1st Indian Reprint, 2000, Pearson Education Limited, New delhi. 8. Pradhan, S. (2011). <i>Retailing management: Text and cases</i>. Tata McGraw-Hill Education 		

Course Outcomes	<p>The student should be able to:</p> <ul style="list-style-type: none"> ➤ Find out the contemporary retail management, issues, and strategies. ➤ Evaluate the recent trends in retailing and its impact in the success of modern business. ➤ Relate store management and visual merchandising practices for effective retailing.
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Course Title:	SERVICES MARKETING	Semester	III
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Course Code	MVJ20MBA35	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To acquaint the students with the characteristics of services and their marketing implications.
- To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
- To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

Unit –I	Introduction to Services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality. 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.	12 Hours
Unit-II	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, Market segmentation-Basis & targeting in services	10 Hours
Unit III	Customer Defined Service Standards: Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market driven service performance-key reasons for GAP- 2service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing	12 Hours
Unit IV	Employee Role in Service Designing: Importance of service employee, 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, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies	10 Hours
Unit V	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, Role of non-	8 Hours

	monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies	
Unit VI	Physical Evidence in Services: Types of service spaces- Role of service scapes, Frame work for understanding service scapes & its effect on behaviour-Guidance for physical evidence strategies.	8 Hours
Practical Component:		
<ul style="list-style-type: none"> • Ask students to choose a service industry of their choice at the beginning of the semester • Ask them 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 • Students can prepare service blueprints for any service of their choice • Students can do a role play on service recovery 		
Reference and Textbooks:-		
<ol style="list-style-type: none"> 1. Valarie A Zeithmal& Mary Jo Bitner,Services Marketing, 5/e, TMH, 2011 2. Christopher Lovelock,Services Marketing- Pearson Education. 3. RajendraNargundkar, Services Marketing, 3/e, TMH, 2010 4. GovindApte, . Services Marketing, Oxford. 5. Hoffman & Bateson, Services Marketing,4/e, Cengage Learning-2007 6. Kenneth E Clow& David L. Kurtz, Services Marketing: Operation, Management and Strategy, 2/e, Biztantra, 2007 		
Course Outcomes	<ul style="list-style-type: none"> ➤ Develop an understanding about the various concepts and importance of Services Marketing. ➤ Enhance knowledge about emerging issues and trends in the service sector ➤ Learn to implement service strategies to meet new challenges 	

FINANCE SPECIALIZATION

Course Title:	BANKING & FINANCIAL SERVICES	Semester	III
Course Code	MVJ20MBA33	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To discuss the Structure and System of Banking in India
- To discuss the features of Negotiable Instrument Act of 1881
- To familiarize the students with Universal Banking
- To discuss the Asset Liability Management in banks

Unit –I	Banking System and Structure In India: Evolution of Indian Banks-Types of banks - Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.	10 Hours
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Unit-II	Banker and Customer: Introduction- Types of relationship between banker and customer – Bankers obligations to customers – Right of lean, setoff, appropriation– Bankers legal duty of disclosure and related matters. Customers` accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims. The Negotiable Instruments Act 1881: The Paying Banker and The Collecting Banker- Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments- Hundis.	12 Hours
Unit III	Banking Technology: Concept of Universal Banking-Home banking–ATMs- Internet banking– Mobile banking-Core banking solutions–Debit, Credit and Smart cards– Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT- RTGS	10 Hours
Unit IV	International banking: International Banking introduction: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank	8 Hours
Unit V	Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment	10 Hours
Unit VI	Asset Liability Management (ALM) in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO)- Activities of ALCO.	10 Hours

Practical Component:

- Students can study Universal Banking & Cross Selling concepts adopted by banks
- Students can study Customer Profiling aspects adopted by banks
- Students can analyze Advertisement & Publicity efforts done by banks using ATMs making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)

Reference and Textbooks:-

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

Course Outcomes	At the end of the course students are able to: <ul style="list-style-type: none"> ➤ Understand the banking system in India ➤ Know the nature of banker – customer relationship ➤ Make use of Negotiable instruments practically ➤ Have familiarity in using banking technologies like internet banking, Mobile banking, NEFT, ECS etc. ➤ Understand the concept of international banking and management of asset and liability in banks
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Course Title:	INVESTMENT MANAGEMENT	Semester	III
Course Code	MVJ20MBA34	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To develop a thorough understanding of the process of investments.
- To familiarize the students with the stock markets in India and abroad.
- To provide conceptual insights into the valuation of securities.
- 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 familiarize the students with the fundamental and technical analysis of the diverse investment avenues
- To learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Unit –I	Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds- NAV.	8 Hours
Unit-II	Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.	8 Hours
Unit III	Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns of individual security, Portfolio Risk and Return	10 Hours
Unit IV	Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models	10 Hours
Unit V	Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company Analysis- Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis) Market Efficiency and Behavioral Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioral Finance – Interpretation, Biases and critiques. (Theory only)	12 Hours
Unit VI	Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT AND CAPM.	12 Hours

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.
Portfolio Evaluation: Holding period's returns, Measures of portfolio performance. Sharpe's, Treynor's and Jensen's.

(Question Paper- 50% Problems, 50% Theory)

Practical Component:

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and managing the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Students should 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.
 - ❖ Practice Technical Analysis
- Students can study the mutual funds schemes available in the market and do their Performance evaluation.

Reference and Textbooks:-

1. Zvi Bodie, Kane, Marcus & Mohanty, Investments – 8/e, TMH, 2010.
2. Prasanna Chandra, - Investment Analysis and Portfolio management –3/e, TMH, 2010.
3. Kevin S - Security Analysis & Portfolio Management, PHI, 2011.
4. Bhalla V. K - Investment Management, 17/e, S.Chand, 2011.
5. Fisher and Jordan, Security Analysis & Portfolio Management –6/e, Pearson, 2011.
6. Punithavathy Pandian, Security Analysis & Portfolio Management –2/e, Vikas, 2005.
7. Preethi Singh, Investment Management –17/e, Himalaya Publishing House 2010.
8. Alexander, Sharpe, Bailey, Fundamentals of Investment –3/e, PHI, 2001.
9. Nagarajan K & Jayabal G , Security Analysis & Portfolio Management –1st Edition, New Age international, 2011.
10. Dhanesh Khatri, Security Analysis & Portfolio Management– 1st Edition, Macmillan,2010.
11. Talwar, Security Analysis & Portfolio Management–1st Edition, Cengage, 2016.

Course Outcomes

At the end of the course, the students are able to:-

- Understand the process of investments.
- Get an insight into functioning of stock markets in India and abroad.
- Have insight into the relationship of the risk and return.
- Have familiarity of the fundamental and technical analysis
- Learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Course Title:	DIRECT TAXATION	Semester	III
Course Code	MVJ20MBA35	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To provide comprehensive understanding of students on basic concepts of Income tax
- To understand the computation of taxable Income under different heads.
- To know the deductions available while computing Income.
- To understand corporate taxation system in India

Unit –I	Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee).	10 Hours
Unit-II	Income from salaries: Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary. Income from House Property (Theory Only). (Problems on salary Income).	10 Hours
Unit III	Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance-deemed profits - maintenance of books, Depreciation. (Problems on computation of income from business/ profession of Individual Assessee and Depreciation).	12 Hours
Unit IV	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. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain).	8 Hours
Unit V	Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses (Theory only). (Problems on Computation of taxable Income and tax liability of Individuals).	10 Hours
Unit VI	Computation of taxable income of a company with special reference to MAT. (Problems on MAT).	10 Hours

Question Paper 30 % Theory 70% problems.

Practical Component:

- Calculation of Taxable income and tax liability using Excel.
- Encouraging the students to register as tax return preparers.
- Students can be exposed to filing of tax returns of Individual assesses.

Reference and Textbooks:-

1. Vinod Singhania and Kapil Singhania, Direct Taxes Law and practice, Taxman Publications.
2. Vinod Singhania and Kapil Singhania, Students Guide to Income Tax – Taxman Publications.
3. T N Manoharan- Students Guide to Income Tax – Snow White
4. Lal &V ashisht, Direct Tax – Pearson

Course Outcomes	At the end of the course, the students are able to:
	➤ Understand the basics of taxation and process of computing residential status.
	➤ Calculate taxable income under different heads.
	➤ Understand deductions and calculation of tax liability of Individuals.
	➤ To Know the corporate tax system

HUMAN RESOURCE SPECIALISATION

Course Title:	RECRUITMENT AND SELECTION	Semester	III
Course Code	MVJ20MBA33	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To understand and apply the policies and procedures of recruitment
- To provide a conceptual framework of Selection Procedure in the industry.
- To understand the new concepts and techniques of recruitment and Selection in the Corporate.

Unit –I	Job Analysis: Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique, Fleisclunann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique	10 Hours
Unit-II	Hiring Process & Hiring decision: Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis	8 Hours
Unit III	Hiring internally: Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements	8 Hours
Unit IV	External Hiring: Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source.	12 Hours
Unit V	Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality	12 Hours

	patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the Interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV.	
Unit VI	<p>Testing, Reference checking & Appointment orders: Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test Interviewing: Planning the interview, Interview process - Interview in public sector undertaking. Statutory requirements.</p> <p>Reference checking: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies.</p> <p>Appointment orders: Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy).</p>	10 Hours

Practical Component:

- Students need to identify two jobs in the college and need to do job analysis for those positions using any of the job analysis methods.
- In teams students can be asked to give presentations about various types of jobs (regular, temporary, full time, part time, apprentice, contractual, and outsourcing) in different industries along with its advantages and disadvantages
- In Teams, select and analyze any two of the Job postings advertisements in Newspapers to know more about job description and job specification mentioned in each advertisement for every post.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week give at least four Job Descriptions and specification to each student, to search and download from the data base at least five resumes for each positions.
- Students can identify 4 or 5 jobs of their interest and can create Advertisements for the same imagining that they are Proprietors of the companies and hiring for these positions.
- Debate on Advantages and disadvantages of hiring external and Internal for the selected jobs like.

Reference and Textbooks:-

1. Robert D. Gatewood and Hubert S. I, Human Resource Selection, South western Cengage Learning, Mason, Ohio, 2001.
2. Dipak kumar Bhattacharya Recruitment and Selection -Theory and Practicce, Cengage Learning.
3. Herbert G. Heneman III, Timothy A. Judge, Staffing Organization, 5thEdition, McGraw Hill International.
4. Elearn, Recruitment and Selection, Revised Edition, Routledge, 2009.
5. Douglas H. Reynolds, John A. Weiner, Online Recruiting and Selection: Innovations in Talent Acquisition, John Wiley & Sons, 2009.
6. R. L. Compton, William J. Morrissey, Alan R. Nankervis, Effective Recruitment and Selection Practices, Bill Morrissey, CCH Australia Limited, 2009.

Course Outcomes	<p>The students should be able to</p> <ul style="list-style-type: none"> ➤ Learn the various recruitment policies and procedures. ➤ Equip with conceptual framework of selection procedures. ➤ Gain insights of the latest concepts and techniques used in recruitment and selection.
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Course Title:	COMPENSATION REWARD SYSTEM	Semester	III
Course Code	MVJ20MBA34	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To know the theoretical and practical developments in the area of compensation and benefits.
- To discuss the strategic importance of compensation for the achievement of organizational goals

Unit –I	Introduction to compensation:, Definition of Compensation, basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.	12 Hours
Unit-II	Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Internal Structure.	6 Hours
Unit III	Job Evaluation: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure- various methods of calculation of compensation: Straight Piece Rate Method, Flat Time Rate Method, Halsey Premium Bonus Plan, Rowan Premium Bonus Plan, Taylor Differential Piece Rate Method	12 Hours
Unit IV	Determining External Competitiveness and Benefits Management: Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits	8 Hours
Unit V	Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups.	10 Hours
Unit VI	Legal & Administrative Issues in Compensation Global Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay.	12 Hours

Practical Component:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in an automobile manufacturing organization.

Reference and Textbooks:-

1. BD Singh, Compensation & Reward Management, 2nd edition, Excel BOOKS, 2012.
2. Milkovich & Newman, Compensation, 6th edition, Irwin/McGraw-Hill.
3. Bashker D. Biswas, Compensation and Benefit Design, , FT Press, 2012.
4. Steven Balsam, An Introduction to Executive Compensation, Academic Press, 2002.
5. Joseph J. Martocchio, Strategic Compensation, 3rd Edition, Prentice Hall, 2004.
6. Richard I. Anderson, Compensation Management in a Knowledge based world, 10th edition, Pearson Education
7. ErSoniShyam Singh, Compensation Management, , Excel Books.

Course Outcomes

The students will be able to

- Gain insights of various conceptual aspects of Compensation and Benefits.
- Determine the performance based compensation system for business excellence.
- Understand the Legal & Administrative Issues in Compensation
Global Compensation

SEMESTER- IV

MARKETING SPECIALISATION

Course Title:	MARKETING RESEARCH & ANALYSIS	Semester	III
Course Code	MVJ20MBA41	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To provide an understanding of the basics of marketing research process.
- To orient on the theoretical and practical aspects of marketing research.
- Encourage the students to take up analytical thinking through research.
- To highlight importance marketing research for enhancing marketing strategies.

Unit –I	Introduction : Meaning, scope and importance of marketing research; own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research; marketing research process-an overview; problem definition, formulation and preparation of research proposal	10 Hours
Unit-II	Research Design and Data Collection: Research Design - Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive Secondary Data: Sources and uses of secondary data, collection of secondary data. Primary Data Collection: Primary data collection methods; mail survey, telephone survey and interviews and their evaluation; observations; experimental methods, questionnaire administering, organizing fieldwork for collecting data.	12 Hours
Unit III	Sample design and sampling: Determining universe, sampling frame and sampling unit; determining sampling method; sample size determination; sampling errors vs. Non-sampling errors. Sampling: Steps &Types: Probability / non probability (simple, systematize; stratified proportionate, disproportionate), Sample size determination.	10 Hours
Unit IV	Questionnaire design: Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondent	10 Hours
Unit V	Measurement techniques: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale; Scale Types: Comparative Scaling, Non-comparative Scaling; Attitude Measurement, Self- Reporting Methods, Methods for Rating Attributes, Data Analysis, Customer Research, Advertising Research, Product Research, Distribution Research, Sales Research, Marketing Environment Research, Internet Marketing Research, and International Marketing Research	10 Hours
Unit VI	Research trends : Behavioral Science Based Approach, Economic and Competitive Pressures, Consumer Insight Groups, Quantifying Emotions, Impact of the Social Media, Do-it- Yourself(DIY) Research; Research ethics, typical research errors, Research and culture	8 Hours

Practical Component:

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumer vs. trade vs. competition insights & how best to exploit them.
- Take 5 recent digital innovations e.g. twitter or face book and identify the insights. Locate 5 non-users of search or mail and Interview their reasons.
- Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class
- Choose 3 successful movies e.g. Dabang & Zindaginamilegi & My name is Khan---and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flop movies and Present your findings to the class

Reference and Textbooks:-

1. Marketing Research contemporary approach- Naraynreddy and GVRK Acharyalu, Excel publications
2. Marketing Research and consumer Behavior Saravanavel et.al, Vikas publishing house
3. Essentials of Marketing Research – 4/e, Tony Proctor, PHI, 2005
4. Essentials of Marketing Research – William G. Zikmund et.al. 4/e, Cengage Learning,2010.
5. Research Skills for Students: Transferable and Learning Skills - Allison, et.al. 1996.
6. Market Research – Aekar, 11/e, Wiley publications, 2002.
7. Market Research: a guide to planning, methodology & evaluation - Paul Hague, KoganPage, 1996.
8. Market Research Best Practice. 30 Visions of the Future – Peter Mouncey, et.al, 2007.

Course Outcomes	<ul style="list-style-type: none"> ➤ Comprehend the objectives of Market research & its application in solving marketing problems ➤ Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data. ➤ Generalize and interpret the data with the help of various measurement techniques. ➤ To understand the emergence of new trends in research.
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Course Title:	BUSINESS MARKETING	Semester	III
Course Code	MVJ20MBA42	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To develop an understanding of the various concepts of Industrial Marketing.
- To understand the buying process and marketing channels for industrial goods.
- To acquaint with B-2-B-2-C Strategies and their implementation.
- To analyze various pricing strategies of industrial goods & their implications.
- To understand the significance of E-commerce in Business Marketing.

Unit –I	Nature of business marketing : Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets,	10 Hours
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	Types of Business Customers Classifying Industrial Products & Services, Business customers purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.	
Unit-II	<p>Organizational buying behaviour: Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behavior, Roles of Buying center, Conflict Resolution in Decision, The Webster & Wind model of Organizational Buying Behavior, Ethics in Purchasing.</p> <p>Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process, The Standard Industrial Classification (SIC), Research Methods, Sales Forecasting Approaches, Top-Down, Bottom-up approaches.</p>	12 Hours
Unit III	<p>Market segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market.</p> <p>Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy. Business Service Marketing: Special Challenges.</p>	8 Hours
Unit IV	<p>Formulating channel strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts, SCM, Logistics Management, Customer Service, Major cost centers of Market Logistics.</p>	10 Hours
Unit V	<p>Pricing strategies: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing.</p> <p>The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions</p>	10 Hours
Unit VI	<p>Management of sales force: Personal Selling, The Selling Process, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales for coactivity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues.</p> <p>B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, Marketing strategy for the electronic market place.</p>	10 Hours
Practical Component:		
<ul style="list-style-type: none"> • Group presentations on organizational buying behavior & practices in purchase of raw materials, capital & facilitating goods in Indian Co's & MNC's operating in India. • Segmentation & Positioning of B2B Products. • Forecasting Techniques for demand of Industrial Products • Visit to Trade shows & Exhibitions • Industry visit in 2-3 Industries • Competitive Bidding Process and Preparation of quotation. 		
Reference and Textbooks:-		
<ol style="list-style-type: none"> 1. Krishna K Havaldar, Business Marketing, Latest Edition, Tata McGraw Hil IPublication. 2. Robert R Reeder & Reeder; Industrial Marketing – 2nd 		

- Edition; Prentice- Hall International Publication.
3. Michael D Hutt, Thomas W Speh, Business Marketing Management – Latest Edition, Cengage Learning Publication.
 4. Frank G Bingham Jr., Business Marketing – Latest Edition; Tata McGraw Hill Publication.
 5. Mukherjee H S; Industrial Marketing – Latest Edition; Excel BOOKS Publication.
 6. PK Ghosh, Industrial Marketing – Latest Edition; Oxford University Press.

Course Outcomes	The student should be able to:
	<ul style="list-style-type: none"> ➤ Describe the nature of business markets and the related concepts. ➤ Familiarize the business buying behavior of industrial customers. ➤ Analyze business situations in the context of buyer-seller relationships. ➤ Apply concepts of pricing strategies for industrial goods ➤ To evaluate the significance of E –Commerce in Business Marketing.

Course Title:	SUPPLY CHAIN MANAGEMENT	Semester	III
Course Code	MVJ20MBA43	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To understand the basic concepts, processes and key elements of a supply chain.
- To provide insights for establishing efficient, effective, and sustainable supply chains.
- To explain the role of technology in supply chain planning, visibility, and execution.

Unit –I	Introduction: Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.	8 Hours
Unit-II	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.	12 Hours
Unit III	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]	10 Hours
Unit IV	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 materials, just in time & Kanban systems of inventory management	10 Hours
Unit V	Logistics management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics,	12 Hours

	distribution and warehousing management. Demand Management and Customer Service: Demand Management, traditional forecasting, CPFRP, customer service, expected cost of stock outs.	
Unit VI	Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM – concept of demand chain management.	8 Hours

Practical Component:

- Students are expected to choose any 2 Indian Organization and study their supply chain in terms of drivers of the Supply chain and submit a report
- Students can study different logistics companies and services provided by them.
- Students can identify any product/service and study the type of distribution system used and understand the reason for using that particular type.
- Students can identify the various types of IT applications employed by Indian Organizations in their Supply chain.
- Evaluate cases for effective supply chain management and its implementation.

Reference and Textbooks:-

1. Coyle, Bardi, Longley, A Logistic approach to Supply Chain Management – 1st Edition, Cengage Learning.
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, 2nd Edition, TMH, 2008.
3. Chopra Sunil and Peter Meindl Supply chain management, - 3rd edition, Pearson, 2007.
4. Amith Sinha, Herbert - Supply Chain Management-A Managerial Approach, 2nd edition, TMH.
5. Agarwal D.K. -A Text Book of Logistics and Supply chain management, - 1st edition, Macmillan.

Course Outcomes	<p>The student should be able to:</p> <ul style="list-style-type: none"> ➤ Demonstrate knowledge of the functions of logistics and supply chain management. ➤ To relate concepts and activities of the supply chain to actual organizations. ➤ Highlight the role of technology in logistics and supply chain management. ➤ Evaluate cases for effective supply chain management and its implementation.
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FINANCE SPECIALISATION

Course Title:	ADVANCED FINANCIAL MANAGEMENT	Semester	III
Course Code	MVJ20MBA41	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To understand the management of working capital.
- To understand the techniques of cash, inventory and receivables management
- To comprehend the capital structure
- To assess the dividend policy of the firm

Unit –I	Working Capital Management: Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage.	10 Hours
Unit-II	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.	10 Hours
Unit III	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.	11 Hours
Unit IV	Inventory management: Determinations of inventory control levels : ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis.	9 Hours
Unit V	Capital structure decisions: capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy.	10 Hours
Unit VI	Dividend policies: Theories of dividend policy : relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.	10 Hours

Practical Component:

- Study the working capital financing provided by a Bank and submit the report on the same
- Study the annual report of any two companies and prepare a cash budget for next year.
- Study dividend policy of companies and its impact on shareholders' wealth
- Study implications of bonus issues/stock splits of companies

Reference and Textbooks:-

1. Brigham & Ehrhardt, Financial Management: Theory & Practice - 10/e, Cenage Learning, 2004.
2. Ross, Westerfield& Jaffe Corporate Finance:,- TMH – 8/e, 2010
3. Vanhorne-Financial Management & Policy - 12/e, Pearson

4. AshwathDamodaran- Corporate Finance: Theory & Practice –2/e, Wiley India Pvt. Ltd., 2009.
5. Pandey & Bhatt, Cases in Financial Management - 2/e, TMH, 2012.

Course Outcomes	<p>At the end of the course, the students are able to:</p> <ul style="list-style-type: none"> ➤ Realize the importance of management of working capital in an organization. ➤ Be aware of the techniques of cash, inventory and receivables management ➤ Get an overview of capital structure theories ➤ Understand and assess the dividend policy of the firm
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Course Title:	COST MANAGEMENT	Semester	III
Course Code	MVJ20MBA42	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To describe the cost concepts, cost behaviours, and cost accounting techniques that are applied to manufacturing and service businesses
- To provide an understanding of the use of cost information in support of different strategies
- To demonstrate costing methods and techniques appropriate to a variety of businesses
- To prepare and interpret budgets and operating results through variance analysis
- To describe the use of balanced scorecard and explain how the balanced scorecard supports strategic cost management

Unit –I	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- Preparation of a cost sheet.	10 Hours
Unit-II	Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead)	10 Hours
Unit III	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.	8 Hours
Unit IV	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,	10 Hours
Unit V	Traditional Costing- Merits and Demerits, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses	10 Hours
Unit VI	Cost Audit & Reporting to Management:- objectives and advantages of Cost Audit , Cost Audit report .Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting-Requisites of a good report,, Classifications of	12 Hours

	Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose.
(Question Paper: 50% Theory and 50% Problems)	
Practical Component:	
<ul style="list-style-type: none"> Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge. 	
Reference and Textbooks:-	
<ol style="list-style-type: none"> Khan M. Y and Jain P. K - Cost Accounting -TMH. Khan M. Y and Jain P. K, Management Accounting - 6th Edition, McGraw Hill, 2012. Arora M. N, A Text book of Cost and Management Accounting –11th Edition, Vikas. Cost Management: A strategic Approach - Vaidya S. C, Suveera Gill, Macmillan, 2010. Jawaharlal, & Seema Srivastava- Cost Accounting, 4th Edition, TMH. Sinha P. K- Accounting & Costing for Management –Excel Books, 2010. G.V Kesava Rao, D Gopinath, M.G. Krishnamurthy and Anita S. Yadav, A Textbook of Cost Management- Paramount Publishing House, 2013 	
Course Outcomes	<ul style="list-style-type: none"> ➤ Apply the concepts of cost management techniques to solve business problems ➤ Analyse and critique the Costing Information ➤ Evaluate the cost information for cost ascertainment, planning, control and decision making ➤ Engage students to deliver seminar topics by analyzing the case studies in the area of in Cost Management

Course Title:	PROJECT APPRAISAL PLANNING & CONTROL	Semester	III
Course Code	MVJ20MBA43	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To provide an overview of the sound lending decisions by a bank
- To explain the process of evaluation of the loan proposal
- To provide an insight into the different types of loans
- To describe the aspects of NPA management.

Unit –I	Credit management in banks -Screening of applications-Appraisal of credit-Sanction limit- Post sanction compliance – Monitoring supervision –Review-Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms.	10 Hours
Unit-II	Over view of credit policy and loan characteristics -The credit process – Characteristics of different types of loans- Evaluating commercial loan requests –	12 Hours

	Financial statement analysis- Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances.	
Unit III	Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans- Customer profitability analysis and loan pricing-Fixed Vs floating rates.	8 Hours
Unit IV	Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities-Fixed deposit receipts –Book debts- Supply bills- Real Estates – Advance against collateral securities	8 Hours
Unit V	Agricultural finances and Retail lending- Crop loans- Crop insurance schemes- Dairy- Sericulture- Poultry- Animal husbandry – Horticulture – Gobar gas – Kissan credit cards – NABARD initiatives – Lead bank schemes – Retail banking advances – Concept – Retail banking products – Consumer credit financing.	10 Hours
Unit VI	NPA management – Introduction- Identification of NPAs- Asset classification- Prudential norms- Capital adequacy – International Banking Regulation-Basel Norms – asset classification provisioning – effect of NPA on profitability - Assessment procedure- Pre-sanction appraisal – Post sanction supervision- Monitoring systems for existing and likely NPAs—Tools to manage NPAs –Compromise scheme, LokAdalats, Debt Recovery Tribunals, Corporate Debt Restructuring, Willful defaulters, SARFAESI Act, Asset Reconstruction Companies-CIBIL.	12 Hours

Practical Component:

- Students can visit a bank and study the lending and loan appraisal system relating to Agricultural loan, consumer financing etc.
- Students can study the NPA status of leading two PSU banks and two private banks.
- Students can study and submit a report on different retail banking products

Reference and Textbooks:-

Project Planning, Analysis, Selection, Implementation and Review – 7/e, TMH, 2011.

1. Narendra Singh, Project Management and Control –HPH, 2003.
2. Bhavesh M. Patel, Project Management –2/e, Vikas Publication
3. Nicholas, John M., - Project Management for Business and Technology: Principles and Practice –2/e, Pearson.
4. Gray& Larson Project Management: The Managerial Process –, 4/e, TMH, 2011.
5. Choudhury, Project Management –, 1/e, TMH. 7.

Course Outcomes	At the end of the course, the students are able to: <ul style="list-style-type: none"> ➤ Understand and evaluate the lending decisions by a bank ➤ Realize the process of evaluation of the loan proposal by banks ➤ Get an insight into the different types of loans ➤ Understand management of NPA
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HUMAN RESOURCE SPECIALISATION

Course Title:	INDUSTRIAL RELATIONS & LABOUR WELFARE	Semester	III
Course Code	MVJ20MBA41	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.
- To provide a conceptual basis of Industrial Relations.
- To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
- To discuss the various Industrial acts.

PART-A : Industrial Relations		35 Hrs
Unit –I	Introduction: Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India –Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.	8 Hours
Unit-II	Collective Bargaining & Negotiation: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements. Negotiations- Types of Negotiations-Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management	12 Hours
Unit III	Trade Unions: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector.	8 Hours
Unit IV	Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.	10 Hours
PART-B : Industrial legislations		25 Hrs
Unit V	Only basic objectives and major provisions of the following legislations: <ul style="list-style-type: none"> ▪ Factories Act 1948, ▪ Industrial Employment (Standing orders) Act, 1946 ▪ Employees' State Insurance (ESI) Act, 1948, 	10 Hours

	<ul style="list-style-type: none"> ▪ Maternity Benefit Act, 1961 ▪ Contract Labour Act, ▪ Shops and Establishments Act ▪ Child Labour (Prohibition & Regulation) Act, 1986 ▪ Industrial disputes act of 1947 	
Unit VI	<ul style="list-style-type: none"> ▪ Minimum Wages Act, 1948 ▪ Payment of Wages Act, 1936 ▪ Payment of Gratuity Act 1972, ▪ Employees' Provident Fund and Miscellaneous Provisions Act 1952; ▪ Payment of Bonus Act, 1965. ▪ Employees Compensation Act in 2013 	10 Hours

Practical Component:

Reference and Textbooks:-

PART-A

1. P N Singh, Singh P. N., Employee Relations Management, - Pearson Publications, 2011.
2. Mamoria & Mamoria, Dynamics of Industrial Relations, Himalaya Publications, 2012
3. Human Resource Management Principles & Practice, Aquinas, Vikas Publication.
4. Nair N G, Nair L, Personnel Management & Industrial Relations, S.Chand Limited, 2000
5. Subba Rao, Essentials of Human Resource Management and Industrial Relations, 3rd Revised edition, Himalaya Publishing House, 2010.
6. Arun Monappa, Ranjeet Nambudiri, Pattu raju Selvaraj, Bare Acts Industrial Relations and labor laws, TMH, 1997.
7. P R N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, Industrial relations, trade unions and labor legislations, Pearson Education, 2013, ISBN: 9788131731642

PART-B

8. Labor Laws for Managers, BD Singh, Excel Books, 2009
9. Industrial Relations and Labor laws, SC Srivatava, 5th Edition, Vikas Publications.
10. Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004.
11. Industrial Relations and Labour Legislations, Piyali Ghosh & Shefali Nandan, TMH.
12. Labor Industrial Laws, Dr. V. G. Goswami, Eighth Edition, Central Law Agency, Allahabad

Course Outcomes	<p>Students able to</p> <ul style="list-style-type: none"> ➤ Understand the relationship between industrial relationships ➤ Conduct Effective Practice in the collective bargaining ➤ To know about Employee safety programme – Types of Safety organisation ➤ Aware of industrial legislation for the best practice
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Course Title:	CONFLICT & NEGOTIATION	Semester	III
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	MANAGEMENT		
Course Code	MVJ20MBA42	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To understand the nature of various dimensions of conflict
- To learn various strategies and techniques to manage conflicts
- To understand the importance and role of negotiation in conflict resolution
- To understand the importance of cross-cultural and gender dimensions of negotiation

Unit –I	Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.	10 Hours
Unit-II	Conflict Management Design: Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.	8 Hours
Unit III	Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution. Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humour and conflict resolution, negotiation as a tool for conflict resolution.	12 Hours
Unit IV	Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution- Assessing the cost of workplace conflict	8 Hours
Unit V	Negotiations/Negotiation strategies -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation	14 Hours
Unit VI	Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.	8 Hours

Practical Component:

- Survey the conflict resolution techniques adopted by individuals based on personality types.
- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations

Reference and Textbooks:-

1. Eirene Leela Rout, Nelson Omiko, Corporate Conflict Management - Concepts and Skills, Prentice India, 2007.
2. Roy J. Lewicki, David M. Saunders, Bruce Barry, Negotiations, 5/e, Mc Graw Hill, 2005
3. Oliver Ramsbotham, Contemporary Conflict Resolution, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, 2011.
4. Handling Conflict and Negotiation, Manchester Open Learning, illustrated edition, Kogan Page, 1993.

Course Outcomes	The students will be able to
	<ul style="list-style-type: none"> ➤ Gain insights of various dimensions of conflicts in an organization ➤ Know the various strategies and techniques of managing conflicts. ➤ Learn the process of negotiation and its relevance in conflict resolution.

Course Title:	HR ANALYTICS	Semester	III
Course Code	MVJ20MBA43	CIE	50
No. of Contact hours	60 L : T : P : 40 : 0 : 20	SEE	50
Total No. of Contact /Week	4	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- To enable students to be aware of the field of learning and development and its role in optimizing performance.
- To make students understand the process of analyzing training needs and evaluating training programs
- To provide the students an overview of the various Training and Management Development Method.

Unit –I	Introduction to Employee learning and Development , learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes	10 Hours
Unit-II	Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer.	8 Hours
Unit III	Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.	8 Hours
Unit IV	Training implementation & Methods: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer. Training Methods: Presentation Methods, Hands-on Methods, Group Building	14 Hours

	<p>Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods.</p> <p>Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.</p>	
Unit V	<p>Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity.</p>	10 Hours
Unit VI	<p>Executive Development/ Management Development/Career Management Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training,</p> <p>Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems.</p>	10 Hours
<p>Practical Component:</p> <ul style="list-style-type: none"> • Study training programs and processes in different organizations and analyze their effectiveness. • Students to design a training program for a specific job role. • Students are expected to conduct a mock training session including need identification. 		
<p>Reference and Textbooks:-</p> <ol style="list-style-type: none"> 1. P Nick and Blanchard, Effective Training, 2nd Edition, Pearson Education/PHI, 2005 2. Dr. B. Janakiraman, Biztantra/Wiley Dream tech, Training & Development, 2005 3. Noe A Raymond, Employee Training & Development- 2nd edition, McGraw Hill Publication. 4. Gupta B.L, Management Training and Development, 1st Edition, Vrinda Publications, 		
Course Outcomes	<p>The Students will be able to</p> <ul style="list-style-type: none"> ➤ Understand the concepts of learning and development and its role. ➤ Learn various contemporary methods of learning and development. ➤ Gain insights of various training evaluation methods and career planning 	

**GUIDELINES FOR ORGANISATIONAL STUDY (MVJ20MBA36)
(BETWEEN 2 AND 3 SEMESTER MBA)**

OBJECTIVE

To expose the students to understand the working culture of the organization and apply theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE

The Organisational shall consist of Study of an organization for 4 weeks.

GENERAL GUIDELINES

- The Organisational shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes
- The Subject code of the project work report shall be 16MBAIN307 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

Format of the Organisational report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides and 1.5line spacing. The Organisational report shall not exceed 60 pages.

Submission of Report: Students shall submit one hard copy of the report to the college and a soft copy in PDF file (Un-editable Format).

Evaluation:

- Internal evaluation will be done by the internal guide.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the respective HOD or Senior Professor or internal Guide of the department and an external evaluator drawn from industry. In case of non availability of industry person, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce. Organisational work carries 100 marks consisting of 50 marks for Organisational report

(evaluated by internal guide and 50 marks for viva-voce examination)

Contents of the Organisational Report

1. Cover page
2. Certificate from the Organization (scanned copy)
3. Certificate from the guide, HOD and Head of the Institution(scanned copy)
indicating bonafide performance of Organisational by the student
4. Declaration by the student (scanned copy)
5. Acknowledgement
6. Table of contents
7. List of tables and graphs
8. Executive summary

Chapter 1: Introduction about the Organisational, Industry Profile.

Chapter 2: Organization Profile:

- i. Back ground,
- ii. Nature of business,
- iii. Vision mission, quality policy
- iv. Product/service profile
- v. Ownership pattern
- vi. Achievements/awards if any
- vii. Future growth and prospects

Chapter 3: Mckensy's 7S framework with special reference to organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statement. In brief

Chapter 6: Learning experience.

Bibliography

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

**GUIDELINES FOR 6 WEEKs PROJECT WORK (MVJ20MBA44)
(BETWEEN 3RD AND 4TH SEMESTER MBA)**

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 10 weeks immediately after the completion of 3rd Semester Examinations but before the commencement of the 4th semester classes
- The Subject code of the project work report shall be 19MBAPR407 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 3 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with an intimation to the Registrar (Evaluation)
- 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, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- 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” margin on all the sides.
- The report shall be hard bound facing sheet 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.
- The certificate from the organization.
- Acknowledgement
- Executive Summary