



**KARNATAK UNIVERSITY, DHARWAD
ACADEMIC (S&T) SECTION**

**ಕರ್ನಾಟಕ ವಿಶ್ವವಿದ್ಯಾಲಯ, ಧಾರವಾಡ
ವಿದ್ಯಾಮಂಡಳ (ಎಸ್&ಟಿ) ವಿಭಾಗ**



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NAAC Accredited
'A' Grade 2014

website: kud.ac.in

No. KU/Aca(S&T)/JS/MGJ(Gen)/2024-25/436

Date: 11 NOV 2024

ಅಧಿಸೂಚನೆ

ವಿಷಯ: ರಾಷ್ಟ್ರೀಯ ಶಿಕ್ಷಣ ನೀತಿಯನುಸಾರ 2024-25ನೇ ಶೈಕ್ಷಣಿಕ ಸಾಲಿನಿಂದ ಎಲ್ಲ ಸ್ನಾತಕೋತ್ತರ ಪದವಿಗಳಿಗೆ / ಸ್ನಾತಕೋತ್ತರ ಡಿಪ್ಲೋಮಾಗಳಿಗೆ ಪಠ್ಯಕ್ರಮವನ್ನು ಪ್ರಕಟಣೆ ಕುರಿತು.

- ಉಲ್ಲೇಖ: 1. ವಿದ್ಯಾವಿಷಯಕ ಪರಿಷತ್ ಸಭೆಯ ನಿರ್ಣಯ ಸಂಖ್ಯೆ: 2 ರಿಂದ 9, ದಿ: 08.11.2024.
2. ಮಾನ್ಯ ಕುಲಪತಿಗಳ ಅನುಮೋದನೆ ದಿನಾಂಕ: 11.11.2024.

ರಾಷ್ಟ್ರೀಯ ಶಿಕ್ಷಣ ನೀತಿಯನುಸಾರ 2024-25ನೇ ಶೈಕ್ಷಣಿಕ ಸಾಲಿನಿಂದ ಅನ್ವಯವಾಗುವಂತೆ, ಕರ್ನಾಟಕ ವಿಶ್ವವಿದ್ಯಾಲಯದ ಎಲ್ಲ ಸ್ನಾತಕೋತ್ತರ ಪದವಿಗಳಾದ M.A./ M.Sc / M.Com / MBA / M.Ed 1 ರಿಂದ 4ನೇ ಸೆಮಿಸ್ಟರ್‌ಗಳಿಗೆ ಮತ್ತು 1 & 2ನೇ ಸೆಮಿಸ್ಟರ್‌ಗಳ ಸ್ನಾತಕೋತ್ತರ ಡಿಪ್ಲೋಮಾಗಳಿಗೆ ವಿದ್ಯಾವಿಷಯಕ ಪರಿಷತ್ ಸಭೆಯ ಅನುಮೋದನೆಯೊಂದಿಗೆ ಈ ಕೆಳಗಿನಂತೆ ಪಠ್ಯಕ್ರಮಗಳನ್ನು ಅಳವಡಿಸಿಕೊಳ್ಳಲಾಗಿದೆ. ಕಾರಣ, ಸಂಬಂಧಪಟ್ಟ ಎಲ್ಲ ಸ್ನಾತಕೋತ್ತರ ವಿಭಾಗಗಳ ಅಧ್ಯಕ್ಷರು / ಸಂಯೋಜಕರು / ಆಡಳಿತಾಧಿಕಾರಿಗಳು / ಮಹಾವಿದ್ಯಾಲಯಗಳ ಪ್ರಾಚಾರ್ಯರುಗಳು / ಶಿಕ್ಷಕರು ಸದರಿ ಪಠ್ಯಕ್ರಮಗಳನ್ನು ಅನುಸರಿಸುವುದು ಮತ್ತು ಸದರಿ ಪಠ್ಯಕ್ರಮವನ್ನು ಕ.ವಿ.ವಿ. ಅಂತರ್ಜಾಲ www.kud.ac.in ದಲ್ಲಿ ಭಿತ್ತರಿಸಲಾಗಿದೆಯನ್ನು ಸಂಬಂಧಪಟ್ಟ ವಿದ್ಯಾರ್ಥಿಗಳಿಗೆ ಸೂಚಿಸುವುದು.

Arts Faculty

Sl.No	Programmes	Sl.No	Programmes
1	Kannada	8	MVA in Applied Art
2	English	9	French
3	Folklore	10	Urdu
4	Linguistics	11	Persian
5	Hindi	12	Sanskrit
6	Marathi	13	MPA Music
7	MVA in Painting		

Faculty of Science & Technology

Sl.No	Programmes	Sl.No	Programmes
1	Geography	10	M.Sc (CS)
2	Chemistry	11	MCA
3	Statistics	12	Marine Biology
4	Applied Geology	13	Criminology & Forensic Science
5	Biochemistry	14	Mathematics
6	Biotechnology	15	Psychology
7	Microbiology	16	Applied Genetics
8	Zoology	17	Physics
9	Botany	18	Anthropology

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Faculty of Social Science

Sl.No	Programmes	Sl.No	Programmes
1	Political Science	8	Journalism m & Mass Commn.
2	Public Administration	9	M.Lib. Information Science
3	History & Archaeology	10	Philosophy
4	A.I.History & Epigraphy	11	Yoga Studies
5	Economics	12	MTTM
6	Sociology	13	Women's Studies
7	MSW		

Management Faculty

Sl.No	Programmes	Sl.No	Programmes
1	MBA	2	MBA (Evening)

Faculty of Commerce

Sl.No	Programmes	Sl.No	Programmes
1	M.Com	2	M.Com (CS)

Faculty of Education

Sl.No	Programmes	Sl.No	Programmes
1	M.Ed	2	M.P.Ed

OEC subject for PG

Sl.No	Programmes	Sl.No	Programmes
1	Russian	5	Veman Peetha
2	Kanaka Studies	6	Ambedkar Studies
3	Jainology	7	Chatrapati Shahu Maharaj Studies
4	Babu Jagajivan Ram	8	Vivekanand Studies

PG Diploma

Sl.No	Programmes	Sl.No	Programmes
1	PG Diploma in Chatrapati Shahu Maharaj Studies	2	P.G. Diploma in Women's Studies
3	P.G. Diploma in Entrepreneurial Finance		

ಆಡಕ: ಮೇಲಿನಂತೆ


ಕುಲಸಚಿವರು.

ಗೆ,

1. ಕ.ವಿ.ವಿ. ಸ್ನಾತಕೋತ್ತರ ಅಧ್ಯಕ್ಷರುಗಳಿಗೆ / ಸಂಯೋಜಕರುಗಳಿಗೆ / ಆಡಳಿತಾಧಿಕಾರಿಗಳಿಗೆ / ಮಹಾವಿದ್ಯಾಲಯಗಳ ಪ್ರಾಚಾರ್ಯರುಗಳಿಗೆ
2. ಎಲ್ಲ ನಿಖರವಾದ ದಿನನರು, ಕ.ವಿ.ವಿ. ಧಾರವಾಡ.

ಪ್ರತಿ:

1. ಕುಲಪತಿಗಳ ಆಪ್ತ ಕಾರ್ಯದರ್ಶಿಗಳು, ಕ.ವಿ.ವಿ. ಧಾರವಾಡ.
2. ಕುಲಸಚಿವರ ಆಪ್ತ ಕಾರ್ಯದರ್ಶಿಗಳು, ಕ.ವಿ.ವಿ. ಧಾರವಾಡ.
3. ಕುಲಸಚಿವರು (ಮೌಲ್ಯಮಾಪನ) ಆಪ್ತ ಕಾರ್ಯದರ್ಶಿಗಳು, ಕ.ವಿ.ವಿ. ಧಾರವಾಡ.
4. ಅಧೀಕ್ಷಕರು, ಪ್ರಶ್ನೆ ಪತ್ರಿಕೆ / ಗೌಪ್ಯ / ಜಿ.ಎ.ಡಿ. / ವಿದ್ಯಾಂಡಳ (ಪಿ.ಜಿ.ಪಿ.ಎಚ್.ಡಿ) ವಿಭಾಗ/ ಸಿಸ್ಟಮ್ ಅನಾಲಿಸಿಸ್ಟ್ / ಸಂಬಂಧಿಸಿದ ಪದವಿಗಳ ವಿಭಾಗಗಳು, ಪರೀಕ್ಷಾ ವಿಭಾಗ, ಕ.ವಿ.ವಿ. ಧಾರವಾಡ.
5. ನಿರ್ದೇಶಕರು, ಕಾಲೇಜು ಅಭಿವೃದ್ಧಿ / ವಿದ್ಯಾರ್ಥಿ ಕಲ್ಯಾಣ ವಿಭಾಗ, ಕ.ವಿ.ವಿ. ಧಾರವಾಡ.
6. ನಿರ್ದೇಶಕರು, ಐ.ಟಿ. ವಿಭಾಗ, ಕ.ವಿ.ವಿ. ಧಾರವಾಡ ಇವರಿಗೆ ಕ.ವಿ.ವಿ. ಅಂತರಜಾಲದಲ್ಲಿ ಪ್ರಕಟಿಸುವುದು.

**Kousali Institute of Management
Studies**

KARNATAK UNIVERSITY, DHARWAD



REGULATIONS

and

SYLLABUS

MASTER OF BUSSINESS ADMINITRATION

For Working Professionals

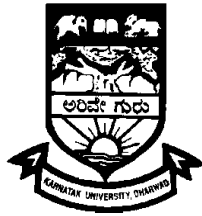
(Evening MBA Program)

I to IV Semester

With effect from Academic Year 2024-25

Kousali Institute of Management Studies

KARNATAK UNIVERSITY, DHARWAD



REGULATIONS

**MASTER OF BUSSINESS ADMINITRATION
For Working Professionals
(Evening MBA Program)**

With effect from Academic Year 2024-25

Academic Regulations Governing the Post-Graduate Programs
(MBA-Evening) offered by KIMS, Karnatak University
under Choice-Based Credit System (KU-CBCS)
(framed under Section 44(1)(C) of K.S.U. Act, 2000)

MBA (Evening) -CBCS REGULATIONS (w.e.f. Year 2024-25 onwards)

I. TITLE:

These Regulations shall be cited as Karnatak University's Regulation governing the MBA(EVENING)(CBCS) Post Graduate Programs under Faculty of Management. This MBA Programme is equivalent with Regular MBA and Executive MBA.

II. EXTENT OF APPLICATION:

These Regulations will apply to Post Graduate Programs in Management approved by the AICTE/UGC and being run in the Post Graduate Department of Management Studies of Karnatak University (Kousali Institute of Management Studies-KIMS) as an equivalent program to 2 years Full time MBA program run by P G Department of Studies in Management, Karnatak University, Dharwad.

1. Master of Business Administration (Choice Based Credit System) (MBA Evening-CBCS).

These Regulations come into force from the date on which they are approved by the Chancellor or on such other date as directed by the Chancellor.

III.: Definitions:

In these Regulations, unless otherwise mentioned:

- a. "University", "University Area", "Department", "College", "Teachers" and "Principal" shall bear the same meaning as assigned to them under Sec.2 of the Karnataka State Universities Act- 2000. However in case of affiliated colleges/Institutes the word "Principal" means the "Director" and "Teachers" means only Karnatak University approved faculty members. University approved Teachers are those who have been selected by a Selection Committee constituted as per the AICTE/UGC approved guidelines (Committee to consist of two representatives from the University Management Department) and those who have been appointed following all the norms for selection of these teachers and placed on a regular scale.
- b. "Post-Graduate Programs" means Master's Degree Courses including P.G. Diploma. Post Graduate International Diploma but excluding M. Phil and Ph.D. Programs;
- c. "Student" means the student admitted to Post-Graduate Programme and Post Graduate Diploma

- d. "Degree" means Post-Graduate Degree i.e., Master of Business Administration (MBA).
- e. "Board of Studies" means P.G. Board of Studies of the University, Steering Committees of Diploma Programs in the discipline/subjects concerned;
- f. "Academic Council" means Academic Council of Karnatak University established according to the KSU Act, 2000;
- g. "Fee" means the Admission/Registration fee including Tuition fee prescribed by the University for the Post-Graduate Programs from time to time; Since MBA Evening programme is only for working professionals no Fee concession for reserved Category students.
- h. "Compulsory Courses" means a fundamental paper which the student admitted to a particular Post-Graduate Programme should successfully complete to receive the Post Graduate Degree in Management i.e., MBA(EVENING) and which cannot be substituted by any other course;
- i. "Specialization Papers" means advanced papers and departmental choices that student can opt as a special paper under a particular Department only- especially for students wanting to receive Degrees in those specialization areas;
- j. "Credit" means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester is of 16 weeks duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks and 4 credits is equal to 100 marks as used in conventional system. 1 credit is equal to one module in syllabus.
- k. "Grade" is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject by the candidate after completing his/her Internal Assessment and Semester end Examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.
- l. "Grade Point Average" or GPA refers to an indication of the performance of the student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of course a student takes and the grades awarded to him/her for each of the subjects so chosen.
- m. "Cumulative Grade Point Average" or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward. The calculations of the GPA, CGPA is shown at the end of this regulation.

IV. Minimum Eligibility for Admission and Admission Procedure:

- a. The Students who have successfully completed the three-year/ four-year Degree course or any other Degree course of this University or of any other University recognized as equivalent thereto by this University shall be eligible for admission to the Post Graduate Programs under the KU-CBCS Program provided they also satisfy the eligibility conditions like percentage of marks etc as may be prescribed by the AICTE, University, PG CET conducted by Karnatak University, or Government of Karnataka etc.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:

MBA-EVENING (CBCS)

- i. Admission to the MBA (EVENING) Programme is only through a Common Admission Test conducted by the Karnatak University, or PGCET, Government of Karnataka.
- ii. All eligible candidates seeking admission to MBA(EVENING) are required to take the PGCET conducted by the Karnataka University.

All admissions to KIMS and affiliated colleges is made by the University level counseling based on PGCET Rank merit and the reservations rules based on the seat matrix as announced by the Government of Karnataka from time to time.

The evening MBA program has the objective of facilitating continuing education for the employed and self-employed working professionals and those who intend to pursue studies simultaneously while working.

Admission is open to the Master of Business Administration Course (Evening Programme), to candidates who possess a Bachelor's Degree of minimum three years duration recognized by this university.

OR

Any other examinations recognized by this university as equivalent there to.

The candidate shall have passed the prescribed qualifying examination with not less than 50% of the marks in aggregate of all the years of qualifying examinations. However, in the case of candidates belonging to SC/ST and any other group classified by the government of Karnataka for such purpose from time to time the aggregate percentage of marks in the qualifying examinations shall not be less than 45%.

Candidates should be employed or self employed or doing business on his/her own. Candidate shall submit Service certificate if employed. If candidate is self-employed or doing business on his/her own, he/she has to give letter of undertaking for the same as per the prescribed format.

There shall be an Entrance Examination for the admission to MBA (For Working Professionals) Course. The admission test will be conducted by the Karnatak University.

Based on the performance of the candidates in the entrance examination (50% weight age) and merit of the qualifying examination (50% weightage), ranking shall be prepared and accordingly admission shall be made in order of merit cum reservation.

The maximum number of seats reserved under various categories (SC/ST and other categories) shall be as per the state Government and Karnatak University, guidelines.

The graduates other than the graduates of Karnatak University, Dharwad shall obtain Eligibility Certificate from the Karnatak University, Dharwad and migration certificate from the University from which his qualifying degree obtained, to seek admission to MBA programme.

The calendar of events in respect of the course shall be as per the university P.G. programmes released from university from time to time.

V. Duration of the Programme:

The Programme of study for the Post-Graduate Degree shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen weeks of class work. No student shall normally be permitted to obtain Degree earlier than four semesters or to take more than ten semesters, provided that the student shall complete the course five years from the date of admission to the first semester of Post-Graduate Programme i.e., MBA. The candidate shall under-take a Industry Based Research Project during 4th semester. The classes shall be normally conducted in the evening and / or during weekends.

VI. Medium of Instruction:

The medium of instruction shall be English for all subjects.

VII. Minimum Credits and Maximum Credits:

- a. There shall be three categories of courses viz., **Compulsory Course, Specialization Course** and Industry Based Research Project (IBRP).
- b. Each course shall have a definite Course objective, Scheme of Evaluation including the components of Internal Assessment (IA) marks, Projects (if any), the number of contact hours, type of practical and the prescribed Credits.
- c. The credits for each of Compulsory Course may vary from 3 to 4 credits; for Specialization Course it may vary from 3 to 4. In case of IBRP 10 credits out of which 8 credits for report and 2 credits Viva-voce examination.
- d. A student shall register for minimum credits for each of the four semesters as per table I under paragraph XI below. However, to qualify for the Degree in Management – MBA(EVENING) under the Faculty of Management, he/she should have registered and cleared a minimum number of credits, which is indicated in the same table.

VIII. Course Structure:

- a. The students of Post-Graduate Programme shall study the courses as may be approved and prescribed by the Academic Council of the University from time to time subject to minimum and maximum credits as outlined in (XII) below.
- b. Each course (paper) in this system is designed carefully to include lectures / tutorials / regularity / laboratory work / seminars / project work / practical training / report writing/case analysis or presentation / Viva-voce etc., to meet effective teaching and learning needs and the credits are assigned suitably.
- c. The normal calendar for the semester would be as follows:

Calendar of Events [I & III Semester MBA]		
Important dates	Semester I (*)	Semester III
Orientation program	2 nd week of August (*)	--
Beginning of Classes	3 rd week of August (*)	3 rd week of July
I round of Test	Before 3 rd week of September	Before 2 nd week of August
II round of Test	Before 1 st week of October	Before 1 st week of September
Mid semester exams	2 nd week of October	Last week of September
III round of Test	Before 3 rd week of November	Before 3 rd week of October
End of semester	2 nd week of December	2 nd week of November
Internal marks announcement	Before Semester end exams/Vacation	Before Semester end exams/Vacation
Semester end exams/Vacation	3 rd week of December (*)	3 rd week of November

(* These dates may change depending on KU-PGCET dates)

Calendar of Events [II & IV Semester MBA]		
Important dates	Semester II	Semester IV
Commencement of Industry Based Research Project	--	1 st of December
Beginning of Classes	1 st week of January	First Report
I round of evaluation	Before last week of January	Second Report
II round of evaluation	Before 2 nd week of February	Third Report
Mid sem. Examination	1 st week of March	Fourth Report
III round of evaluation	Before 1 st week of April	Mid Review with 5 th Report
End of semester	3 rd week of April	Sixth Report
Internal marks announcement	Before semester end exams/Vacation	Seventh Report
Semester end exams/Vacation	Last week of April	Eighth Report
Submission of Industry Based Research Project	---	31 st March
Project viva-voce	---	2 nd week of April

(These dates may change depending on KU-PGCET dates)

IX. Credit Distribution:

The minimum numbers of credits for the Master Degree programs are as follows-

Sl. No.	Course	Minimum Credits
1	MBA-EVENING (CBCS)	80

X. Attendance:

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will have to sign and mark his attendance for every hour of teaching of each paper. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the Department during 2nd week of every month. Chairman shall certify the fulfillment of required attendance of every candidate in the Examination Form.
- c. Certain proportion of the marks in Internal Assessment shall be awarded based on attendance as an incentive to the student for regularity in attendance.
- d. A student shall be considered to have satisfied the requirement of attendance for each paper, if he/she has attended not less-than 75% of the number of classes held up to the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.
- e. However, if a student represents his/her institution, University, State or Nation in sports, NCC, NSS or Cultural or any other officially sponsored activities, he/she shall be eligible to claim the attendance for the actual number of days participated in a semester based on the specific recommendations of the Head of the Institution or Department concerned.
 - i. This facility (Marks for attendance as in X c) shall also be extended to the students who were absent due to accident /serious illness leading to actual hospitalization /NSS/NCC/Cultural or any other officially sponsored activities. Their period of absence will be treated as present for calculation of attendance marks subject to approval of the concerned teacher and the Head of the Department.
 - ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated in a semester based on the specific recommendation of the Head of the Institution or Department concerned.
 - iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper/s. All such student shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Internal Assessment marks in the concerned subject shall be cancelled and he will have to appear for his Internal Assessment Tests again for the concerned paper/s.

XI. Duration of Theory and Practical Papers:

- a) Each theory Course covered under the Compulsory category/ Specialization category/ Each Open Elective paper shall be taught for 3 to 4 hours per week depending on the credits allotted to each course. The general duration of the Semester is 16 weeks. The actual number of classes may be 60 to 64 hours in semester for 4 credit subjects accordingly other 2 or 3 credits subjects.
- b) Practical of any declared course classified under the category of Compulsory course shall be compulsory and shall be for a period twice the number of

credits. For instance if the Practical is for 2 credits, it shall carry 4 hours of Practical for a week and shall figure accordingly in the Time Table of the respective subject.

- c) Practical for the Specialization Courses shall accordingly be as above depending on the credits awarded to it.
- d) The IBRP work assignments shall be finalized before the end of 4th semester.
- h) The following Table tentatively showing the distribution of theory and practical (hrs and credits) per semester per week.

MBA (EVENING): Semester – Wise Credit Distribution

CATEGORY	Minimum credits to be covered in				Total Credits
	Sem-I	Sem-II	Sem-III	Sem-IV	
Compulsory Subjects	20	20	8	4	52
Specialization Subjects **	--	--	12	12	24
Industry Based Research Project	--	--	--	4	4
Total	20	20	20	20	80

(** Please Note: Students are encouraged to choose specialization subjects more than the minimum credits indicated)

XII. Course Weightage:

Course Weightage would be equal to the number of credits awarded to the particular course. For instance, if the Compulsory Course has a Credit award of 4, then the appropriate Weightage for the course would be 4.

XIII. Evaluation:

- a. Each of the Course would have two components- the first being Internal Assessment Marks and the second being the Semester End Exams. The Internal Assessment (IA) marks are based on continuous internal assessment. The total marks for the Internal Assessment would be based on the total credit awarded to the Course. For instance if a Compulsory Course has a Credit award of 4, then the total max marks would be 100 for the subject. Out of the total marks of 100 for such a course, 50 marks shall be earmarked for continuous internal Assessment (IA) and remaining 50 marks for the Semester-end examination. However, in case of subject project work, the distribution of marks for Internal Assessment and Examination shall be left to the discretion of the concerned teachers.
- b. The purpose of IA is to ensure that there is continuous Internal Assessment throughout the semester. Hence IA in each semester would have components distributed right across a variety of tests and assignments.
- c. The various components of IA for 50 marks are as follows:
 - i. Attendance 10 % or 5 marks for 50 marks IA
 - ii. Tests (announced) 20 % or 10 marks for 50 marks IA
 - iii. Tests (surprise) 10 % or 5 marks for 50 marks IA

- iv. Seminar/presentation 20% or 10 marks for 50 marks IA
 - v. Assignments/Case 20 % or 10 marks for 50 marks IA
 - vi. Small Projects 20 % or 10 marks for 50 marks IA
- d. The purpose of the IA marks is to ensure that there is at-least one IA activity every fortnight. For instance, the two surprise tests and two announced Tests should be held one every fortnight. This way we make sure that the student is continuously engaged in some or the other IA activity. However, Teacher is empowered to design IA components for the development of students.
 - e. Marks of all the tests/activities shall be taken into account for the compilation of grades. The marks list should be notified in the department notice board before 13th week and shall be submitted to the Registrar evaluation before 15th week of every semester.
 - f. The marks shall be displayed on the Notice Board of the Department also. The tests shall be written in a separately designated book and after evaluation; the same should be shown to students.
 - g. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the Internal Assessment shall not be revised. There is no improvement for internal assessment.
 - h. To encourage the students for the regular participation in academic curriculum following break-up for attendance has been recommended —

Attendance	IA Marks
96 to 100%	5
91 to 95 %	4
86 to 90 %	3
81 to 85 %	2
76 to 80 %	1
< 75%	0

- i. There shall be one end semester examination of 3 hours duration for 50 marks/ paper. Each answer scripts of the semester-end examination (theory and project report) shall be assessed by two examiners (one internal and another external). The marks awarded to that answer script shall be the average of these two evaluations. If the difference in marks between two evaluations exceeds 20% of the maximum marks such a script shall be assessed by a third examiner. The marks allotted by the third examiner shall be averaged with nearer mark of the two evaluations.
- j. In the fourth semester, the dissertation shall be evaluated by both internal and external examiners. Out of 100 marks, 50 marks shall be for prepared dissertation (evaluated by Internal and External examiners, Average marks will be awarded) in the remaining 50 marks shall be evaluated on viva-voce (evaluated by Internal and External examiners, Average marks will be awarded).

l. Conduct of Odd & Even Semester examinations:

- 1) All students of MBA(EVENING)Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses/subject relevant to his/her program. If he/she is absent for any semester end examination for any subject/s, marks awarded will be zero. However, if any student has filled in his examination form and not appeared for any/all the subjects, he/she shall be awarded zero marks and declared as 'fail' in those subjects. Such candidates who have failed can appear for the supplementary examinations as and when announced by the University.
- 2) University shall conduct semester end examinations. The concerned P. G. Department or affiliated college is required to send its consolidated IA marks in a final format before admission to the subsequent semester.

m. Industry Based Research Project (IBRP) Report

All MBA(EVENING) students have to undertake IBRP during the 4th semester. IBRP will be of Four months duration in any company/organization of repute. The IBRP will have an orientation program followed by an internship work, organization and industry study, detailed project report to be prepared with daily work done reports duly signed by external guide identified by the organization.

The following rules and regulations apply to IBRP Report:

- a) The industry-based research project is mandatory for all MBA(EVENING)students to get MBA(EVENING)degree. Student has to undertake 4 months full time research activity in the fourth semester.
- b) An internal guide (Faculty) shall be allocated to each student by the respective institution to guide the student in research work and one external guide from the industry. Student has to submit fortnightly (15 days) report to internal guide and attend review meeting monthly once in the institute/college.
- c) Assessment will be done by both internal and external evaluators appointed by Karnatak University, Dharwad, Average marks will be allotted.
- d) All students' project report will be examined by panel of examiners, constituted by the University for the purpose for a total of 50 marks. All students completing the project will have to attend a viva voce to be conducted by the above panel of examiners for 50 marks.
- e) A student has to submit the Project report (IBRP) at the end of fourth semester duly signed by internal guide and head of the institution as mark of fulfilment of requirements of MBA(EVENING) degree. The contents of the report shall be as under.
 1. Executive Summary
 2. Introduction: Industry/Company
 3. Conceptual framework
 4. Review of Literature
 5. Research design
 6. Research methodology
 7. Analysis
 8. Findings, Suggestions and Conclusion
 9. Bibliography

10. Fortnightly reports
- f) Report format as below:
1. Report shall be typed/hand-written not less than 100 pages with headlines of 14 font size, and body of the text shall be 12 font size in times new roman font.
 2. The report shall be submitted both in one hard (spiral bound) and soft copy to the university for evaluation.
 3. Authenticated Similarity (Plagiarism check) Index Certificate should be enclosed, similarity should not be more than 40%.
 4. The reports shall contain project completion certificate duly signed by internal guide and head of the institution.
- g) Failing to complete the IBRP, failing to submit the report/ failing to attend viva exam, will result in repetition of IBRP in the subsequent year.
- h) If any student fails to complete the IBRP he/she has to repeat in the next year. If student completes IBRP but fails to submit the project report is not allowed to take viva-voce examination and he/she has to submit the report and attend the viva-voce next year. If he/she submitted IBRP report but fails to attend the IBRP viva, he/she shall be declared as "FAIL" and shall be awarded zero in viva, he/she has to resubmit the report in next year batch and attend the viva-voce.

n. Eligibility for Admission to Third Semester of MBA(EVENING)(CBCS) course:

- a. A MBA-CBCS student is eligible to the third semester provided he/she clears minimum of 50% of total minimum credits of I and II semester put together.
- b. There shall be university examination at the end of each semester.
- c. The candidate shall obtain a minimum of 40% marks in the university examination including the internal assessment marks for passing in theory subject (i.e. 40 marks out of 100 marks for subjects and 40 marks out of 100 marks for project and viva)
- d. There shall be no restriction for promotion from I to II semester, III to IV semester, provided he/she has fulfilled the attendance required as per regulation MBA 10th point.
- e. A candidate shall not carry more than 50% subjects of passing for promotion from II semester to III semester.
- f. It is mandatory that the student should complete the whole program by clearing minimum credit points as explained in Table 1 under section XI and IBRP during 4th semester and viva-voce within 5 years from the date of admission, after which, he/she is ineligible for any supplementary or main examination of the course and hence is automatically out of the programme.

o. BOARD OF EXAMINERS AND VALUATION:

- a. A panel of Examiners for MBA(EVENING) will be prepared by the Board of Studies. The Panel will contain both Internal and External examiners. Internal examiners will be all P.G. teachers (including KUD

P.G. teachers from sister departments) and only selected teachers from the list of University approved teachers from all affiliated colleges offering MBA.

- b. A Board of Examiners will be constituted by the Board of Studies which will scrutinize and approve the question paper set by the paper setters selected from a Panel of Examiners.
- c. Question Papers can be set by external/internal examiners, in exceptional cases internal examiners may set paper. In any case, the number of papers set by internal examiners should not exceed 50% of the total papers in the examinations.
- d. In case more than 20% of the papers in respect to any subject needs to be evaluated by the third valuer, then such answer scripts shall be valued by the Board of Examiners on the date to be notified by the Chairperson of the Board of Examiners and the marks awarded by the Board shall be final and binding. There will be no challenge valuation in such cases.
- e. Generally, first valuation will be done by internal examiners and second valuation will be done by External examiners.

XIV. Challenge Evaluation:

A student who desires to challenge the marks awarded to him/her may do so by submitting an application along with a fee as per university rules applicable paper or the fee prescribed by the University from time to time, to the Registrar evaluation within 15 days from the date of announcement of the result. Such candidates shall be provided with a photo copy or scanned copy of the answer book after concealing the name of the valuers. The challenged valuation script shall be send to the external examiner. The average of the marks awarded in the challenge valuation and the marks out of earlier evaluations whichever is nearer to the challenge valuation shall be the final award.

XV. Completion of Course:

- a. A candidate is expected to successfully complete MBA(EVENING)course within 5 years from the date of admission.
- b. Whenever the syllabus is revised, the candidate reappearing shall be allowed for PG degree examinations only according to the new syllabus.
- c. The CBCS scheme for MBA(EVENING)is fully carry-over system for promotion from I to II semester and for promotion from III to IV semester. However, the four-semesters, two years course should be completed by a student within 5 years.

XVI. Declaration of Results:

- a) Minimum for a pass in each paper shall be 40% of the total 100 marks including both the IA and the semester end examinations. However, he should obtain at-least 40 % of the marks in the Semester End Examination. There is no minimum in the IA marks.
- b) The candidates, seeking improvement of their results shall submit a representation along with a permissible fee to the Registrar (Evaluation) and

surrender the degree certificate/provisional pass certificate/original marks cards of that semester.

XVII. Marks and Grading:

The grading of successful candidate at the examination shall be as follows:

Percentage marks	Grade Points	Letter	Class
75.00 to 100.00 %	7.50 to 10.00	A	First class with Distinction
60.00 to 74.90 %	6.00 to 07.49	B	First Class
50.00 to 59.94 %	5.00 to 05.99	C	Second Class
40.00 to 49.94 %	4.00 to 04.99	D	Pass
less than 40.00 %	Less than 4.00	F	Fail

XVIII. Grading of the Courses:

The Grade Point Average (GPA) shall be given to each candidate based on their student's performance during the semester- which includes both the IA and the semester end exams. The GPA of each semester should be carried to next semester as Cumulative Grade Point Average (CGPA) An illustration is given below:

Grade Points

Name: XYZ **Course:** MBA(EVENING)**Semester:** I (Aug. 2005- Dec 2006)
Registration No: MBA-06-01-005

Cours e code	Subject Title	Cre dit Hrs	Ma x Ma rks	Mar ks Obt nd	Semes ter Grade Point	Credit Points
A01	Principles of Management	3	75	53	07.07	21.21
A02	Micro-Economics for Managers	3	75	60	08.00	24.00
A03	Quantitative Methods – I	3	75	60	08.00	24.00
A04	Financial Accounting for Managers	3	75	38	05.07	15.21
A05	Marketing Management	4	75	55	07.33	29.33
A06	Introduction to Computers	4	100	70	07.00	28.00
A07	Human Resource Management	3	75	68	09.07	27.21
A08	Written, Oral and Spoken Communication Skills	3	75	60	08.00	24.00
	Total	26				192.96

$$\text{Semester I GPA} = 192.96/26.00 = 7.42$$

Likewise if the GPAs for various semesters is calculated and is as follows:

Semester	Max Credits	Credits Opted	Credit Points	GPA
First	26	26	192.96	7.42
Second	65	28	230.00	7.66
Third	68	28	238.00	7.93
Fourth	41	18	140.00	9.33

$$\text{Cumulative Grade Point Average} = \frac{(\text{GPA of I sem} + \text{II sem} + \text{III sem} + \text{IV sem})}{[\text{CGPA}]} \times \frac{(\text{Credits of I Sem} + \text{II sem} + \text{III sem} + \text{IV sem})}{100}$$

$$= \frac{(192.96+230+238+140)}{(26+28+28+18)} = \frac{800.96}{100}$$

$$= 8.00$$

XIX: Recounting, revaluation, challenge valuation, photo copying of answer papers:

There shall be provision for recounting of marks, revaluation, challenge valuation, and photo copying of answer papers. The University shall invite applications for such purpose immediately after announcing the results for every semester by giving 10 days time to apply for the same online as per the existing ordinance and regulations and process the same accordingly.

XX: Rank and Gold medals.

The University Ranks and Gold-Medals shall be awarded the students of 2-year PG Degree. The Students who complete a 2-year PG Degree programme without break / lower failure in the examination, including lateral entry from other college shall be considered for the award of medals and ranks. However, this is not applicable for the award of classes like, second/first class/ distinction to the students.

XXI: PROVISION FOR IMPROVEMENT OF THE MARKS(GRADE POINT)

Improvement of the marks (Grade Point): There shall be a provision for candidates to reappear for the examination for the concerned course of theory papers only (subject) in which candidate wishes for improvement of his/ her grade point of SGPA in general and CGPA in total of the programme subject to the condition that:

- i. The candidate shall be eligible to reappear for improvement of grade points only after successfully passing the programme.
- ii. The candidate may opt for the examination for any number of courses (subject / paper) of the programme for improvement of grade point but not more than three times for each course (subject / paper) as per the prevailing syllabus of the examination conducted in the regular schedule of University examinations.
- iii. All such provisions are there within 02 years from successful completion of the programme, but not exceeding the period of 05 years of the duration of completion of the programme.
- iv. In all such cases grade points are considered if there is a progress in such improvements, otherwise original grade points shall be retained.
- v. No such candidates shall be eligible for the award of Rank, Gold Medal, Cash Prize, etc.

XXII: REPEAL AND SAVINGS FOR MBA(EVENING) PROGRAMME

All the existing Regulations governing 2 years MBA(EVENING)programme in the discipline of Management under semester or any ordinances or regulations or guidelines issued or adopted earlier by the University in this matter for constituent and affiliated colleges of Karnatak University are hereby repealed. However, the above Regulations shall continue to be in force for the students who have been admitted to the degree programmes concerned before the enforcement of these new regulations.

Provided that the said repeal shall not affect the previous operation of the said regulations / ordinances or anything duly done or suffered there under or affect any right, liability or obligation acquired, accrued, or incurred under the said regulations.

The modifications made by the UGC/MHRD/ State Government/ Regulatory Authorities from time to time in its Regulations shall also be applicable to these Regulations.

XXIII: Affiliation: This program is exclusively run by P G Department of Studies in Management (KIMS) and is not offered for affiliation to any affiliated colleges.

XXIV: MISCELLANEOUS:

All MBA(EVENING)students are required to attend Industrial visit/tour twice in month to be organized by the Institution / College during First to Third Semesters.

All MBA(EVENING)students are required to attend Executive meet twice in month to be organized by the Institution / College during First to Third semesters.

Question Papers Pattern for Semester end as follows:

Section - A: Answer any 4 questions out of 6 questions, each question carries 5 marks (4X5=20)

Section - B: Answer any 2 questions out of 3 questions, each question carries 10 marks (2X10=20)

Section - C: Analyse the case given below and answer the questions given at the end. 10 Marks (1X10=10)

The Directions, Orders, Notifications issued by the University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act –2000 and the ordinances, statutes, Regulations and Rules made there under.

XXIV: REMOVAL OF DIFFICULTIES:

If any difficulty arises in giving effect to the provisions of these regulations, the Vice-Chancellor may, by order, make such provisions not inconsistent with the Act, Statutes, Ordinances, or other Regulations, as appears to be necessary or expedient to remove the difficulty. Every order made under this rule shall be subject to ratification by the Appropriate University Authorities.

Kousali Institute of Management Studies

KARNATAK UNIVERSITY, DHARWAD



SYLLABUS

MASTER OF BUSSINESS ADMINITRATION For Working Professionals (Evening MBA Program) I to IV Semester

Approved in Faculty of Management dated: 14th October 2024

With effect from Academic Year 2024-25

Choice Based Credit System
MBA: I Semester to IV Semester Credit Distribution

Category	Minimum Credits to be covered in				Total Credits
	I - Semester	II - Semester	III - Semester	IV - Semester	
Compulsory Subjects	20	20	8	4	52
Elective Subjects	-	-	12	12	24
Dissertation / Project Work	-	-	-	4	04
Total Credits	20	20	20	20	80

MBA (Evening) First Semester
Revised Syllabus
With Effect from Academic Year 2024-25

First Semester			Marks		
Subject Code	Subject Title	Credits	IA	End Term	Total
PG62T101	Principles and Practices of Management	4	50	50	100
PG62T102	Human Resource Management	4	50	50	100
PG62T103	Accounting for Managers	4	50	50	100
PG62T104	Marketing Management	4	50	50	100
PG62T105	Business Statistics for Managers	4	50	50	100
	Total	20	250	250	500

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
101	Principles and Practices of Management	4	50	50

Objective: This course introduces modern concept of management to the students. This is a fundamental course where in students are exposed to principles and functions of management which help business firms to perform better and show improved results.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars

Module 1: Introduction to Management: Definition of Management, nature and functions of Management, Managerial skills and organizational hierarchy, productivity, efficiency, and effectiveness. The evolution of management thought: F W Taylor, Henry Fayol, Elton Mayo and others. Approaches to management, the managerial functions: Planning, Organizing, Staffing, Leading and Controlling. Current trends & issues in management. Management and Society; External Environment and social responsibility and Ethics. Global Comparative and Quality Management.

Module 2: Planning: Managerial planning and its importance, types of plans, steps in planning, nature and objectives of planning, hierarchy of objectives, setting objectives, MBO. Nature and purpose of strategies – the strategic planning process, nature of decision making process, evaluation of alternatives, creativity and innovation, Brainstorming, Planning process, Decision-making.

Module 3: Organizing: Meaning and purpose of organizing, organization structure, formal and informal organization, organizational levels and the span of management, factors determining effective span, organization structure and departmentation, line and staff authority relationships and decentralization, staffing concepts, approaches to manager development, performance management and performance appraisal, team evaluation approach.

Module 4: Directing: Human factors in managing, Motivation, theories of motivation & motivational techniques –McGregor's Theory x and Theory y, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's motivation-hygiene theory, etc., job enrichment, leadership, ingredients of leadership, leadership theories (approaches), leadership behavior and styles, types of leadership, communication, purpose of communication, communication process, types and norms of communication, communication barriers, guidelines for improving communication, listening and its importance in effective communication, electronic media in communication.

Module 5: Controlling: Meaning, the basic control process, critical control points, real-time information and control, control of overall performance, types of control, The Balance Scorecard, Requirements for effective controls, The concept of Budgeting, dangers in budgeting, zero-base budgeting, Gantt Charts, PERT (Program Evaluation Review Technique), Information Technology, Productivity problems and measurement, and tools and techniques for improving productivity.

Text Book: Principles of Management by Harold Koontz, Heinz Wehrich and A Ramachandra Aryasri, Tata McGraw Hill'

Reference Book:

1. Principles and Practice of Management by L M Prasad, Sultan Chand and Sons
2. The practice of management by P.F.Drucker
3. Principles of management- Text & cases- Deepak B, Pearsons Publication.

Title: Human Resource Management

Course Code: 102	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60
Continuous Internal Assessment -50 Marks	Semester End Examination – 50 Marks
Objective: The objective of this course is to give the students the complete exposure to all the aspects of HRM.	
Pedagogy: Lectures, Assignments, Project, Practical Exercises and Seminars, Case discussions and group activities etc.	

Module 1: Human Resource Management: Meaning, nature, scope of HRM. Importance and Evolution of HRM. Functions of HRM, Role of HR Manager. Skills of HR Manager; HRM's evolving role in the 21st century. HRM challenges; Human Resource Planning: Objectives, Importance and process of HRP, Effective HRP. Forecasting manpower; Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis, Staff Duties for HR. Job design, Job Evaluation.

Module 2: Recruitment & Training: Definition, Sources and Methods of Recruitment, Approaches to recruitment. Selection: Process of Selection. Placement: Meaning, Induction, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation; Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning. Talent management. Measuring effectiveness of training.

Module 3: Performance Appraisal: Concept, Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. Performance models; Performance issues; Compensation: Objectives of Compensation Planning, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation. Incentive payments; fringe benefits and services, Compensation strategy and Pay theories.

Module 4: Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry. Dispute and trade unions; Discipline: approaches to discipline, essential of a good disciplinary system, managing difficult employees. Contemporary issues in Human resource Management .

Recommended books:

- Human Resource Management – Rao V. S. P, Excel Books
- Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
- Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012.
- Human Resource Management - Lawrence S. Kleman, Biztantra , 2012.
- Human Resource Management – Aswathappa K HPH
- Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
- Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
- Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
103	Accounting For Managers	4	50	50

Objective: The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to understand the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.

Pedagogy: Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1: Financial Accounting - Accounting information, Objectives of Financial Accounting – Accounting Concepts & Conventions - Accounting Standards and Accounting Policy (AS – 1,2,3,6,10 & 20) Accounting Process - Double Entry System of Accounting – Journal – Ledger - Trial Balance Preparation of cash book, preparation of Bank Reconciliation Statement and Rectification of errors), Preparation of Final Accounts of Trading & Manufacturing firms with adjustments (Closing Stock, Accrued Incomes and Expenses, Depreciation, Appreciation, Bad Debts & PDD etc.) –Practical application of software packages for Accounting. Preparation of Company Financial Statements - Contingent Liabilities and Post Balance Sheet Events – Introduction to IFRS. Corporate Accounting – Features - Form and Contents of Financial Statements and Interfaces with Companies Act -

Module 2: Management Accounting: Meaning, objectives and Scope of Management Accounting, Tools and Techniques of Management Accounting, Relationship with different branches of accounting, role of management accountant in decision making. Ratio Analysis – Comparative Statements, Common-size Statements & Trend Analysis. Analysing and Interpreting Financial Statements – Statement of Changes in financial Position (Funds Flow and Cash Flow Analysis – AS 3) Difference between Cash Flow and Fund Flow Statement. Recent Trends in Management Accounting.

Module 3: Material Cost, Control and Techniques of Inventory Management: Meaning of Material cost, types of materials, purpose for holding material, material control. Procurement procedure and documentation. Inventory Management techniques of fixing stock levels, EOQ, ABC analysis. Treatment of waste, scrap, discarded inventories. Revenue recognition - Inventory Valuation – Principles, Methods (FIFO, LIFO, Weighted Average Cost) - Accounting for Fixed Assets & Depreciation (SLM & WDV). Meaning, Importance, Characteristics, Elements and Steps involved in ABC, ABC vs. Traditional Costing, Uses and Limitations.

Module 4: Costing System & Methods: Cost Accounting - meaning, objectives, scope and importance, concepts of costs, classification and elements of cost, cost centre and cost unit, methods and techniques of costing, role of accountant in decision making. Costing Systems; Unit and Output Costing; Job Costing: Job Cost Cards,

Collecting Direct & Indirect Costs, Allocation of Overheads and its Applications. Contact Costing: Features (Theory), Distinction between Job and Contact Costing. Process Costing: Features, Applications. Service Costing: Features and Applications (Transport). **Standard Costing & Variance Analysis:** Definition, Significance and Applications - Various Types of Standards. Variance Analysis for Materials, Labour and Overheads - Benchmarking for Setting of Standards - Variance Reporting to Management, **Marginal costing and cost volume profit Analysis:** Meaning, objectives & scope of marginal costing - Techniques of marginal costing (including profit-volume ratio, contribution, Break Even Point, Margin of safety) – Application of Marginal Costing.

Text Books:

- Financial Accounting – Managerial Perspective by R. Narayanaswamy, PHI Learning
- Accounting Principles, Text and cases - Robert Antony and David F Hawkins Kenneth A Merchant, Tata McGraw Hill Publishing, New Delhi.
- Financial Accounting - A Managerial Emphasis by Ashok Banerjee, Excel Publisher.
- Accounting for Managers By Jessey Joseph Kuppapally, PHI learning

Reference Books:

- Accounting for Management - Text and Cases by S K Bhattacharya and Dearden, Vikas Publication
- Institute of Chartered Accountants of India, Compendium of Statements and Standards on Accounting, ICAI, New Delhi.
- Financial Accounting for Management N Ramachandran, Ramakeshwar Kakani, TMH Publishing, New Delhi.
- Essential of Financial Accounting, Ashish Bhattacharya, PHI Learning.
- □Accounting for Management by S.N. Maheshwari & S.K.Maheshwari, Vikas Publication. Cost Accounting – Theory and Practice by K S Thakur – Excel Books Publication
- Costing Accounting – Principles and Practice – Nigam and Jain – PHI
- Cost Accounting – Jawahar Lal & Srivastava – Tata McGraw Hill Publication
- Cost & Management Accounting – M N Arora – Himalaya Publication
- Executive Program Cost and Management Accounting – ICSI Study Material
- Cost and Management Accounting - S.N.Maheshwari, Sultan Chand & Sons, New Delhi

Title: Marketing Management

Course Code: 104	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60

Continuous Internal Assessment -50 Marks	Semester End Examination – 50 Marks
Objective: To make students to learn concepts, theories, principles, functions and objectives of Marketing Management.	
Pedagogy: Lectures, Assignments, Project, Practical Exercises and Seminars, Case discussions and group activities etc.	

MODULE I: Fundamentals of Marketing: Defining Marketing for New Realities; Marketing Planning and Management: Analyzing Consumer Markets: Analyzing Business Markets; Conducting Marketing Research.

MODULE II: Identifying Market Segments and Target Customers: Crafting a Customer Value Proposition and Positioning; Designing and Managing Products: Designing and Managing Services; Building Strong Brands.

MODULE III: Managing Pricing and Sales Promotions: Managing Marketing Communications; Designing an Integrated Marketing Campaign in the Digital Age. Personal Selling and Direct Marketing; Designing and Managing Distribution Channels: Managing Retailing.

MODULE IV: Driving Growth in Competitive Markets; Developing New Market Offerings; Building Customer Loyalty Managing; Tapping into Global Markets Deciding; Socially Responsible Marketing.

Text book:

1. Kotler Philip; Keller Lane Kevin; N. Seth Jagdish; Shainesh G; Chernev Alexander, Marketing Management, Pearson India Education Services Pvt. Ltd. 16th Edition.
2. Philip Kotler and Gary Armstrong, “Principles of Marketing” latest edition, Pearson publications.
3. Ramsamy and Namakumari “Marketing Management” latest edition, MacMillan Publications.

Title: Business Statistics for Managers

Course Code: 105	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60
Continuous Internal Assessment -	Semester End Examination – 50Marks

50Marks	
Objectives:	
<ul style="list-style-type: none"> • To expose students to applications of statistics in business management. • To Introduce concepts of data collection, compilation and analysis of Business data. • To enable students to apply Statistical analysis 	
Pedagogy: Lectures, Home Assignments, class assignments, Topic presentations	

Module 1: Descriptive statistics: Application of statistics to managerial decision making. Data Processing: Classification & tabulation, Summarization of Data, Frequency Distribution. **Graphical Representation of data and their use in statistics:** Line graphs, Pie charts, Bar graph, Scatter plot, Stem and plot, Histogram, Frequency polygon, Frequency curve, Candle stick. Drawing graphs using MS Excel.

Module 2: Measures of Central Tendency: computation of Mean, Median, Mode, limitations of averages, Measures of Dispersion, objectives and significance- Range, Quartile Deviation, mean deviations, Standard Deviation, variance, Coefficient of variation, Skewness & kurtosis **Regression and Correlation:** Correlation, Simple & Multiple Regression.

Module 3: Index Numbers: Index Numbers: construction of an Index Number – and applications. Layspers, Paasches, Marshel Edworth and Fisher Index No. Time reversal and factor reversal tests, Time series analysis, methods, graphical, semi average, moving average, least square methods.

Probability Theory- Sample space, Events, Definitions of Probability, types of events, laws of Probability Bayes' formula & applications,

Probability Distributions: commonly used probability distributions, Binomial, Poisson, Normal and Exponential and their characteristics. (applications only)

Module 4: Testing of Hypothesis: Basic concepts; Hypothesis testing for means (one and two) tailed test for small and large samples (t and Z test); Hypothesis testing for one and two populations, z-test, t-test; Chi-square test for independence of attributes, one way and two-way ANOVA.

Cases: Self check exercises & Case lets given at the end of the chapters from the book Statistics for Management by Richard I Levin, David S. Rubin, Masood H Siddiqui, Snajay Rastogi

Text Books:

1. Statistics for Management By Richard I Levin, David S. Rubin, Masood H Siddiqui, Snajay Rastogi
2. Business Statistics by G.C. Beri, Third Edition, Mc-Graw Hill publications.

MBA (Evening) Second Semester

**Revised Syllabus
With Effect from Academic Year 2024-25**

Second Semester			Marks		
Subject Code	Subjects	Credits	IA	End Term	Total
PG62T201	Financial Management	4	50	50	100
PG62T202	Strategic Management	4	50	50	100
PG62T203	Organisational Behaviour	4	50	50	100
PG62T204	Production and Operations Management	4	50	50	100
PG62T205	Legal Aspects of Business	4	50	50	100
	Total	20	250	250	500

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
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201	Financial Management	4	50	50
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Objective: The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context. This paper aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Pedagogy: Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars

Module 1: Financial management: Meaning of financial management, Evolution of financial management, Importance of financial management, Finance functions, Interface between Finance and Other Business Functions. Finance and related disciplines, Scope of financial management, Goals and Objectives of financial management. Time Value of Money. Rationale of time value of money, Compounding technique, Present value or discounting technique, Practical application of compounding and present value techniques. Financial Planning – Objectives – Benefits – Guidelines - Steps in Financial Planning -Factors Affecting Financial Planning - Estimation of Financial Requirements of a Firm– Capitalisation.

Module 2: Cost of Capital: Significance - Cost of Different Sources of Finance – Cost of debt, Cost of preference shares, Cost of equity capital, Cost of retained earnings, Estimation of Weighted Average Cost of Capital (WACC).

Capital Structure Decisions: to Capital Structure - Features of an Ideal Capital Structure - Factors Affecting Capital Structure. Leverage - Operating Leverage - Financial Leverage - Combined Leverage. EBIT-EPS analysis and Indifference Point. Operating and Financial Risks. Theories of Capital Structure (NI, NOI, MM & Traditional Approaches).

Designing capital structure; Key factors, Profitability aspect: Capital structure theories Earnings Before Interest and Tax (EBIT)-Earnings Per Share (EPS) analysis, Liquidity aspect: Cash flow analysis, other factors.

Capital budgeting: Nature of capital budgeting, Data requirement: Identifying relevant cash flows, Investment Decisions - Importance and Complexities involved in Capital Budgeting Decisions - Phases of Capital Expenditure Decisions - Identification of Investment Opportunities - Capital Budgeting Process, Evaluation techniques: (Both Discounted & Non-discounted Techniques) NPV, IRR, Profitability index methods - A comparison, Project selection under capital rationing, Inflation and capital budgeting. Risk Analysis in Capital Budgeting.

Module 3: Working Capital Management: Meaning and – Objectives, Nature – Need – Types of working capital. Planning of working capital, Operating Cycle & its

estimation -Determinants of Working Capital - Approaches for Working Capital Management - Estimation of Working Capital. Cash Management, Motives for holding cash, Objectives of cash management, Factors determining the cash balances, Determining cash need, techniques/ process, marketable securities. Receivables. Objectives, Credit policies, Credit terms, Collection policies. Inventory Management, Objectives, Techniques.

Module 4: Profit Appropriation Decisions: Irrelevance of dividends, Relevance of dividends. Significance, Factors affecting dividend policy, Forms of Dividends, Bonus shares (Sock dividend) and stock (Share) splits, Share repurchase (Share buyback) Legal, Procedure and tax aspects. Stability of Dividends - Provisions for proposed & payment of dividends as per Companies Act - Theories of Dividend. Walters Model, Gordens Model and M-M Approaches on Dividend.

Text Books

1. Financial Management' by M Y Khan & P K Jain, Tata McGraw Hill Publication, New Delhi.
2. Financial Management by I.M.Pandey, Vikas Publishing House, New Delhi.

Reference Books

1. Financial Management: Theory and Practice by Prasanna Chandra, Tata McGraw Hill Publication, New Delhi.
2. Financial Management: Problems & Solutions by Ravi M Kishore, Taxmann Allied Services Publication, New Delhi.
3. Cases in Financial Management by I M Pandey and Ramesh Bhat, Tata McGraw Hill Publication, New Delhi.

Title: Strategic Management

Course Code : 202	Credit Points :04
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Work load : 4 hours per week	Contact Hours :60 Hours
Continuous Internal Assessment – 50.	Semester End Examination – 50
Objectives: To learn strategic issues in decision making through functional areas.	
Pedagogy: Lectures, Assignments, Case studies and Seminars,	

Module 1: Basic concepts in Strategic Management:

Meaning and definition, phases, benefits, impact of globalization and environmental sustainability on strategic management, theories of organizational adaptation, creating a learning organization, basic model of strategic management, initiation of strategy-triggering events, strategic decision making, Mintzberg’s modes of strategic decision making and the strategic audit.

Module 2: Environmental scanning and Industry Analysis:

Meaning and definition of environmental scanning, identifying external environment variables, natural, task, and societal environments, Identifying external strategic factors, Industry analysis, Michael Porter’s approach to industry analysis – 5 Forces Model, industry evolution, categorizing international industries, strategic groups, strategic types, hyper competition, construction of industry matrix, competitive intelligence, forecasting and forecasting techniques, and construction of External Factor Analysis Summary (EFAS) table. **Internal Scanning – Organizational Analysis:** Identifying core and distinctive competencies, using resources to gain competitive advantage, determining sustainability of an advantage, business models, value-chain analysis – industry value chain analysis and corporate value-chain analysis, basic organizational structures, strategic business unit and conglomerate structure, corporate culture, strategic issues in functional areas of marketing, finance, R&D, operations, HR, information systems/technology, and construction of Internal Factor Analysis.

Module 3: Strategy Formulation – Situation analysis & Business Strategy:

SWOT analysis – meaning, benefits, and criticisms, generating a Strategic Factor Analysis; Summary (SFAS) matrix, finding a propitious niche, review of mission and objectives, generating alternative strategies by using a TOWS matrix, Business strategies, Porter’s competitive strategies, risks and issues in competitive strategies, competitive tactics – timing tactics and market location tactics, cooperative strategies, collusion and strategic alliances. **Strategy Formulation – Corporate strategy:** Meaning and types of Corporate strategy – directional strategies, portfolio analysis, and parenting strategy. Types of directional strategies – growth, stability, and retrenchment strategies, concentration and diversification, vertical growth and horizontal growth, international entry options, types of diversification strategies, stability strategies –types, retrenchment strategies – types, Portfolio analysis: BCG Growth-Share matrix and GE Business Screen, advantages and limitations of portfolio analysis. **Strategy Module 4: Formulation – Functional strategy & strategic choice:** Meaning and definition of functional strategy, marketing strategy, financial strategy, R&D strategy, operations strategy, purchasing strategy, logistics strategy, HRM strategy and IT strategy. The sourcing decision, location of functions, strategies to avoid, strategic choice, constructing corporate scenarios, process of strategic choice, techniques of devil’s advocate & dialectical inquiry.

Text Books:

1. Strategic Management: A south –Asian Perspective: Hitt & Manikutty, Cengage Learning.
2. Concepts in Strategic Management and Business Policy – towards global sustainability by Thomas L Wheelen and J David Hunger, Pearson

Reference Books:

1. Business Ethics – Ethical Decision Making and Cases by – O C Ferrell, John Paul Fraedrich and Linda Ferrell,
3. Ethical Choices in Business by R C Sekhar, 2nd Edition, Response Books

Title: Organisational Behaviour

Course Code: 203	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60

Continuous Internal Assessment -50 Marks	Semester End Examination – 50 Marks
Objective: Objectives: The course aims at enhancing the understanding of dynamics of interaction between individual and organisation.	
Pedagogy: Lectures, Assignments, Project, Practical Exercises and Seminars, Case discussions and group activities etc.	

Module 1: Management and Organizational Behavior: Management Activities • Management Roles • Management Skills • Effective Versus Successful Managerial Activities • Organizational Behavior (OB), Disciplines That Contribute to OB; Absolutes in OB, Challenges and Opportunities, Workforce Diversity and Inclusion • (Un)ethical Behavior, Positive Work Environments • OB During Crises, Developing an OB Model, • Inputs • Processes • Outcomes, **Diversity:** Levels of Diversity • Biographical Characteristics, Prejudice and Discrimination in Organizations, Prejudice and Implicit Bias • Discrimination, Disparate Impact, and Treatment • Subtle Discrimination in the Workplace, Theoretical Perspectives on Prejudice, Discrimination, and Diversity, Social Categorization • Stereotyping, Stereotype Threat, and Stigma, System Justification and Social Dominance, Diversity Dynamics, Group Composition • Fault Lines, Cross-Cultural Organizational Behavior, Hofstede’s Framework • Cultural Intelligence (CQ) Implementing Diversity Management, • Diversity Management Practices • Cultures and Climates for Diversity • The Challenge of Diversity Management. **Attitudes and Behavior,** Job Attitudes, Job Satisfaction and Job Involvement, Organizational Commitment • Perceived Organizational Support • Employee Engagement • Distinctness of Job Attitudes; Measures of Job Satisfaction • Causes Job Satisfaction; Outcomes of Job Satisfaction, Job Performance, Organizational Citizenship Behavior (OCB) • Customer Satisfaction • Life Satisfaction, The Impact of Job Dissatisfaction, Counterproductive Work Behavior (CWB). **Emotions and Moods;** Positive and Negative Affect • Basic Emotions • Moral Emotions • Experiencing Moods and Emotions • Function of Emotions, Sources of Emotions and Moods, Controlling Emotional Displays, Affective Events Theory, Emotional Intelligence, Emotion Regulation, Emotion Regulation Influences and Outcomes • Emotion Regulation Techniques.

Module 2: Personality: Linking Individuals to the Workplace, Person–Job Fit • Person–Organization Fit • Other Dimensions of Fit, Personality Frameworks, The Myers-Briggs Type Indicator, • The Big Five Personality Model Other Personality Attributes Relevant to OB, Core Self-Evaluations (CSEs) • Self-Monitoring • Proactive Personality, Personality and Situations, Situation Strength Theory • Trait Activation Theory, Ability, Intellectual Abilities • Physical Abilities, Values, Terminal Versus Instrumental Values • Generational Values. **Perception:** Factors Influencing Perception, Person Perception: Making Judgments About Others, Attribution Theory, Common Shortcuts in Judging Others • Specific Applications of Shortcuts in Organizations, The Link Between Perception and Individual Decision Making, Decision Making in Organizations, The Rational Model, Bounded Rationality, and Intuition • Common Biases and Errors in Decision Making; Influences on Decision Making: Individual Differences and Organizational Constraints Ethics in Decision Making, Three Ethical Decision Criteria • Choosing Between Criteria • Behavioral Ethics • Lying, Creativity, Creative Decision Making, and Innovation in Organizations, Creative Behavior • Causes of Creative Behavior •

Creative Outcomes (Innovation). **Motivation:** All Classic Theories of Motivation, All Contemporary Theories: Organizational Justice, Equity Theory • Distributive Justice • Procedural Justice • Interactional Justice • Justice Outcomes • Culture and Justice, Integrating Contemporary Theories of Motivation, Employee Involvement, Employee Involvement Programs (EIP) • Cultural Considerations in Implementing EIP Programs, Using Extrinsic Rewards to Motivate Employees, Establishing a Pay Structure • Rewarding Individual Employees Through Variable-Pay Programs, Using Benefits to Motivate Employees, Flexible Benefits: Benefits Package, Using Intrinsic Rewards to Motivate Employees, Employee Recognition Programs.

Module 3: Defining and Classifying Groups, Social Identity, Stages of Group Development, Group Property: Roles, Norms, Status, Size and Dynamics, Cohesion; Group Decision Making, Groups Versus the Individual • Groupthink and Groupshift • Group Decision-Making Techniques. Differences Between Groups and Teams, Types of Teams, • Multiteam Systems, Creating Effective Teams, Team Context • Team Composition, Advancing Diversity, Equity, and Inclusion Through Groups and Teams, Team Processes and States, Turning Groups of Employees into Teams, Selecting: Hiring for Team Effectiveness • Training: Creating Effective Teams • Rewarding: Providing Incentives for Exceptional Teams, Beware! Teams Aren't Always the Answer. **Leadership:** Trait Theories, Personality Traits and Leadership • Emotional Intelligence and Leadership, Behavioral Theories, Initiating Structure • Consideration, Contingency Theories, The Fiedler Model. **Power and Politics,** Bases of Power, Formal Power • Personal Power; Dependence: The Key to Power, The General Dependence Postulate • Formal Small-Group Networks, How Power Affects People, Power Dynamics • Sexual Harassment: Unequal Power in the Workplace, **Politics:** Power in Action, Political Behavior • Reality of Politics • Gossip and Grapevine, Causes and Consequences of Political Behavior, • People Response to Organizational Politics; **Conflict:** (Dys)functional Conflict • Types of Conflict • Loci of Conflict, The Conflict Process, Stages in the Conflict Process • Managing Conflict, Negotiation, Bargaining Strategies, Negotiation Process, Preparation and Planning • Definition of Ground Rules • Clarification and Justification • Bargaining and Problem Solving • Closure and Implementation, Individual Differences in Negotiation Effectiveness, Personality Traits in Negotiations • Moods and Emotions in Negotiations • Culture and Race in Negotiations • Gender in Negotiations, Negotiating in a Social Context, Reputation, Relationships, Third-Parties in Negotiations.

Module 4: Organizational Culture; Organizational Culture • Strong Versus Weak Cultures, How Employees Learn Culture, Stories • Rituals • Symbols, Language, Creating and Sustaining Culture, How a Culture Begins • Keeping a Culture Alive, What Do Cultures Do; Functions of Culture • Culture Creates Climate • Culture as an Asset, Culture as a Liability, Influencing Organizational Cultures, Developing a Positive Culture • Developing an Ethical Culture • Developing an Innovative Culture, **Change,** The Nature of Change • Resistance to Change • Politics of Change, Approaches to Managing Organizational Change, Lewin's Three-Step Model • Kotter's Eight-Step Plan • Action Research • Organizational Development • The Change Paradox. **Stress in Organizations,** Stressors • Strain • Eustress, Physical Health at Work, Sleep • Illness and Injury, Mental Health at Work, Job Insecurity, Workaholism • Psychological Distress at Work, Mechanisms of Health and Stress,

Conservation of Resources • Effort-Reward Imbalance Model • Job Demand-Control-Support Model • Job Demands-Resources Model, Work–Life Balance, Flexible and Supportive Policies Managing Stress and Health, Individual Approaches, Organizational Approaches.

Reference Books:

- 1, Organizational Behaviour – Stephen P Robbins, Timothy A Judge, Neharika Vohra Fifteenth Ed – Pearson, New Delhi 2023.
- 2, Organizational Behaviour – Fred Luthans – Twelfth Ed- Mc Graw Hill, Singapore – 2023.
- 3, Organizational Behaviour-K.Ashwatappa, Himalaya Publication.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
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204	Production and Operation Management	4	50	50
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Objectives of the course:

To understand a basic concepts and systems view of production and operations management.

To understand the conversion of inputs into outputs process.

To understand functions of production, planning and control and methods to improve productivity.

Pedagogy: Lectures, Assignments and Practical Exercise

Module 1: Introduction to Production and Operations Management

Meaning, Role of Production manager, Types of manufacturing process: Meaning, merit and demerits of job, batch and continuous production. Role of Technology in Production and Operations Management: Meaning, merits and demerits of automation, N/C machines, CNC machines, CAD, CAM, FMS and Group Technology.

Module 2: Production, Planning and Control.

Meaning, objectives and functions of PPC, scheduling, Capacity planning: Meaning, types and measurement of capacity, factors affecting capacity planning, steps involved in capacity planning and strategy for changing capacity.

Module 3: Facility Location.

Meaning, importance and factors affecting plant location, steps in plant location selection, location models: factor rating method, point rating method, and Break even analysis. **Facility Layouts.** Meaning, objectives and factors influencing facility layout, Classifying of layout: Process layout, Product layout, fixed layout and combination layout, service facility layout. Layout planning and design: Layout tools and techniques, templates, models, travel chart, load distance analysis.

Module 4: Productivity

Meaning, factors influencing productivity, productivity improvement techniques: Meaning, advantages, disadvantages of work study. Steps involved in Method study and Time study.

Text Books:

1. Production and Operations Management by K. Aswathappa and K. Shridhar Bhat.
2. Production and Operations Management by Evrette E Adam, Jr. Ronald J. Ebert
3. Modern Production and Operations Management by Elswood S. Buffa

Reference Books:

4. Elements of Production Planning and Control by Samuel Eilion.
5. Work study by ILO

Title: Legal Aspects of Business

Course Code : 205	Credit Points :04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50

Objective: The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business.

Pedagogy: Lectures, Assignments, Projects, Cases, Mock Court sessions and Seminars

Module 1: The Indian Contract Act, 1871: Introduction about constitution of India, Indian judicial system, fundamental duties and rights, law and business, Nature and classification of Contracts - Essential elements of a valid Contract, Offer and Acceptance - Consideration - Capacities of Parties , Provisions relating to free consent, void agreements, Provisions relating to performance and discharge of Contract, Breach of Contract-Meaning and remedies, Quasi Contract , Special Contracts Contact of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

Module-2: Sale of goods Act: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. **Negotiable Instrument Act:** Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Module 2: The Indian Partnership Act and Companies Act: Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firm. **The Companies Act, 1956,** Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Articles of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company.

Module 3: Cyber laws , Information Technology Act, 2000 – Introduction, Internet, Privacy, Pornography, e- Commerce, Digital Signature (working idea), Right to Information Act, - Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate, Authorities, Penalties, Jurisdiction of courts. Intellectual Property Rights – Trade Marks, Patents, Copy Rights, Industrial Designs (only concepts), Competition Act, Consumer Protection Act, 1986 (Working idea)

Reference Books:

Company And Business Law By N.D. Kapoor – Sultan Chand & Sons
Company Law - Avtar Singh, Eastern Books
Company Business Law By M.C. Kuchal-
Vikas Publishing House,

**MBA (Evening) Third Semester
Revised Syllabus**

With Effect from Academic Year 2024-25

Third Semester			Marks		
Subject Code	Subject Title	Credits	IA	End Term	Total
PG62T301	Entrepreneurship Development	4	50	50	100
PG62T302	Business Research Methods	4	50	50	100
Elective-1	Elective-1	4	50	50	100
Elective-2	Elective-2	4	50	50	100
Elective-3	Elective-3	4	50	50	100
Total		20	250	250	500

Note: Students can choose any three elective subjects from the list of Elective subjects.

III semester	
Finance Electives	
Subject Code	Subject Title
PG62T303	Insurance and Risk Management
PG62T304	Security Analysis and investment management
PG62T305	Financial Services and Markets
PG62T306	Principles and Practices of Banking
PG62T307	Goods and Services Tax
HR Electives	
Subject Code	Subject Title
PG62T308	Human Resource Analytics
PG62T309	Managerial Effectiveness and Leadership
PG62T310	Performance management and Competency Mapping
PG62T311	Organizational Development and Institution Building
PG62T312	Learning and Development
MM Electives	
Subject Code	Subject Title
PG62T313	Strategic Brand management
PG62T314	Marketing Research
PG62T315	Consumer Behavior
PG62T316	Sales Management
PG62T317	Retail Management

Title: Entrepreneurship Development

Course Code : 301	Credit Points: 04
Work load : 4 hours per week	Contact Hours: 60 Hours
Continuous Internal Assessment – 60	Semester End Examination – 50
Objective: enabling the aspiring entrepreneurs in converting their business ideas into successful business ventures and providing basic knowledge for effectively managing their start- ups.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case-study	

Module1: Introduction to Entrepreneurship: The Entrepreneurial process, Entrepreneurial personality and characteristics, motives drive an entrepreneur, Challenges and Rewards, Patterns and scope of entrepreneurship in Indian context. Entrepreneurial motivation, types of entrepreneurs, Born vs. Created entrepreneurs, entrepreneurial competencies, Entrepreneurship development process, Factors preventing emergence of entrepreneurship, Entrepreneurship and environment, critical factors for launching of a new enterprise, idea generation, environmental function, Identifying and evaluating of opportunities, business opportunity identification, Mobilization of essential resources for creating business plan.

Module2: Entrepreneurial Ventures – Types and features: Start-ups, features of start-up firms, different types of start-ups, proprietorship, partnerships, Pvt. Ltd. companies, Family-owned organizations, corporate venturing. Innovation, creativity and entrepreneurship, innovation and invention, innovation and entrepreneurship, innovation and risk, successful innovation, The Creativity Process, Blocks to individual creativity, Techniques for generating new ideas, blocks to organizational creativity. Management and Leadership, Entrepreneurial leadership, transformational leadership, vision and values, leadership styles, Barriers to entrepreneurship, environmental barriers, personal barriers, societal and cultural barriers, economic, political barriers, etc. How to remove the barriers.

Module 3: Trends in Entrepreneurship: Entrepreneurship in globalized environment, Liberalization and privatization, technology and entrepreneurs, Business ethics for entrepreneurs, women entrepreneurs, corporate entrepreneurship and intrapreneurship, intrapreneurs and their roles in organizations. **Role of Incubation centres in helping the start-up firms:** How the supportive ecosystem in the incubators facilitate the entrepreneurship process in its most turbulent stages, information about some incubation centres and ways to join them. Supportive institutions and systems for facilitating the process in India, government policies, government agencies for support to new firms, funding agencies.

Module 4: Introduction to MSMEs: Definition and Classification of MSMEs (based on investment and turnover). Importance of MSMEs in the Indian and Global Economy. Government Policies and Initiatives for MSMEs (MSME Act, Udyam Registration, etc.) Challenges faced by MSMEs: Financial, Operational, and Regulatory. **Innovation, Growth, and Scaling of MSMEs:** Innovation and New Product Development in MSMEs. Strategies for Scaling MSMEs: Franchising, Licensing, and Partnerships. Internationalization of MSMEs: Export Strategies and Trade Policies. Technology and Digital Transformation for MSMEs. Building an Entrepreneurial Ecosystem to Support MSME Growth.

Text Book:

Entrepreneurship by Madhurima Lall and Shikha Sahai, ExcelBooks

Reference Books:

- Handbook for New Entrepreneurs by P C Jain, Oxford University Press
- Patterns of Entrepreneurship Management by J. M. Kaplan and A. C. Warren, Wiley Publications.
- Entrepreneurship Development Programme in India and its relevance to developing countries by V. G. Patel, EDI
- Corporate Entrepreneurship & Innovation by Michael H. Morris, Donald F. Kuratko & Jeffery G. Covin, Thomson – South –Western.
- Connect the dots by Rashmi Bansal, Eklavya Foundation.
- Stay Hungry, Stay Foolish by Rashmi Bansal, Think Ink Media Inc.
- Entrepreneurship by Robert D. Hisrich, M.P. Peters and Dean A. Shepard, The McGraw Hill Companies.

Title: Business Research Methods

Course Code: 302	Credit Points : 04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To make students to learn concepts, theories, principles, functions and objectives of Business Research methods	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

MODULE 1 Introduction to Research Design: Meaning, scope and importance of Business research; Types of research, Basic, applied, Exploratory, conclusive, descriptive, the research process, problem definition, formulation and preparation of research proposal. Research Design – Concepts and steps in research design. Types of research design, features of good research design. Review of literature, use of Software (Ex. Zotero / MS Word). Research application – various functional areas, Features of research study.

MODULE 2 Sample Design and Sampling: Determining universe, sampling frame and sampling unit; determining sampling method; non probability and probability methods; sample size determination (statistical); sampling errors vs. non-sampling

errors. simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non-Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling.

MODULE 3 Qualitative methods of data collection: Qualitative & quantitative data, **Secondary:** Internal, external, published, electronic, uses & benefits of secondary data, drawbacks. **Primary data:** mail survey, telephone survey and interviews and their evaluation; observations; questionnaire preparation and administering, organizing fieldwork for a collecting data. **Questionnaire design (QD):-**Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents. **Data Processing and testing:** Measurement scales, Tabulation (Coding Sheet) and analysis of data, Correlation & regression, Parametric &Non-Parametric Tests.

MODULE-4: Testing of Hypothesis: Basic concepts, Type-I & Type II errors, hypothesis testing for means and proportions for small and large samples. (Examples on T-Test, Z-Test, F-Test, Chi-square, U-Test, Kruskal-Wallis Test, Mann-Whitney U Test, Wilcoxon,) Multivariate analysis ANOVA one way and two way classification,**Report writing and presentation of results:** Importance of report writing, types of research report, report structure, guidelines for effective documentation, bibliography using MS Word /Zotero. Concepts of plagiarism.

Test Books :

- 1 Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011
2. Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007

References

- SPSS in simple steps – Kiran Pandey, Dreamtech Press (2011)
 Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
 Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi - VikasPublication – 2014
 Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013
 Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill – 201

Title: Insurance and Risk Management

Course Code: 303	Credit Points : 04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: The main objective of this course is to impart knowledge in life and non-life insurance including reinsurance management and to deepen insights into practical applications of insurance and risk management techniques in a dynamic business environment.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

Module 1: Risk

Introduction to ‘risk’, types of business and personal risks, significance of risk management function within business organizations. Insurance and Risk - significance of insurance and risk, general structure of the insurance market, significant aspects of this industry. Reforms in Indian Insurance Industry.

Module 2: Life Insurance

factors influencing the key functioning of insurance organizations insurable interest, role of riders in insurance policies. Non-life Insurance: elements of fire insurance Contact and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people's lives better in rural India. Types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India.

Module 3: Functions and Organization of Insurers

components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization. Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development.

Module 4: Insurance Underwriting: Need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. **Claims Management:** Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement.

Module 5: Insurance Pricing and Marketing

principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance. : Financial Management in Insurance Companies and Insurance Ombudsman: importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds.

Module 6: Reinsurance: Reinsurance in the insurance sector. Areas of the application of reinsurance. Regulations Relating to Insurance Accounting and Management: framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins.

Text Books :

- Risk & Insurance Management by P Periaswamy & M Veeraselvam
- Risk Management & Insurance by Harrington & Niehaus
- IC-33 Material for IRDA Exams

Title : Security Analysis and Portfolio Management

Course Code : 304	Credit Points 04
Work load : 4 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To provide the students with an understanding of process of investments, fundamental analysis, technical analysis and efficient market theories and various inter linkages that influence the securities market and also to provide the students with the in depth knowledge of the theory and practice of portfolio management.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case-study	

Module 1: Conceptual background to investment

Dimensions of investment, Investment, speculation and gambling, Speculation using jobbing, Investment objectives Risk in investment; Systematic risk and Non-systematic risk, Returns from investment, Types of investment avenues, Level of risk Market trends, Financial performance, Premises of expected returns, Yield; Holding period yield (HPY), Yield till maturity (YTM), Term-structure of interest rates and yield, Theories of term-structure of interest rate, Liquidity premium theory,

The expectation theory, Market segmentation theory, Historical return or ex-post return and measurement of risk, Return from an equity share, Measurement of risk, Expected returns or ex-ante return and measurement of risk. **Investment avenues;** Types of investment avenues; Security form; Money market securities, Capital market securities and others, and Non-security forms; Bank deposit, Post office deposit, Insurance schemes, Mutual fund, and Schemes of NBFC.

Module 2: Valuation of Securities: Dividend capitalisation approach to valuation of equity shares (Constant growth model), Multi-stage growth in dividends (Super normal growth in dividends), Calculation of growth rate in dividends and value of equity share when past track record of dividend is given, Calculation of growth and value of shares when return on equity and retention ratio is given, Practical exercises. **Valuation of debentures/Bonds:** Valuation mechanism, Valuation of redeemable debentures, Valuation of deep discount debentures/bonds, Valuation of non-redeemable/ perpetual debentures, Valuation of convertible debentures, Bond value theorem, valuation of preference shares, Practical exercises.

Module 3: Fundamental analysis: Dimensions of fundamental analysis, Conclusion of economic analysis, and conclusion of analysis of industrywide factors classification of ratios profitability ratio common interest to be considered decision making conclusion of analysis of companywide factors omission of intrinsic value, Practical exercises; **Technical analysis:** Use of technical analysis; (A) To predict overall market trends; (i) Dow Jones theory, (ii) Advance decline index, (iii) Client account position, (B) Tools to predict for Individual shares trends; (i) Moving average analysis, (ii) Oscillators; MACD, ROC, RSI, (iii) Chart patterns, Confirmation through traded volume, Practical exercises. **Efficient market and efficient market hypothesis;** Efficient market, Indian stock market moving towards market efficiency, Efficient market hypothesis, Basis of efficient market hypothesis, Forms of market efficiency, Test of market efficiency, Practical exercises.

Module 4: Portfolio Analysis

Portfolio notion and principles; Notion of portfolio construction, Notion of diversification, Notion of negative correlation, Portfolio theories; Traditional portfolio theory; Portfolio management process, Modern portfolio theory; Concept of efficient portfolio, Efficient frontier, Market portfolio, Managed portfolio, Return and risk of individual shares, Historical return (Ex-post return), Ex-ante or on expected return, Characteristic line, Returns and risk portfolio, **Markowitz portfolio optimisation:** Concept of Markowitz portfolio theory, Assumptions of Markowitz portfolio theory, Calculation of return and risk of portfolio; Correlation, Return of portfolio, Risk of portfolio, Markowitz portfolio construction process, Concept of efficient portfolio, Chart showing efficient frontier, Markowitz portfolio selection process using utility curve, Practical exercises. **Single index model of Sharpe:** Sharpe's model-single index model, Original version of William Sharpe's single index model, Characteristic line, Calculation of return at risk of portfolio under Sharpe's model, Construction of efficient portfolio, Practical exercises.

Module Capital asset pricing model

Concept of capital asset pricing model, Concept of risk-free assets and risky assets, Calculation of ex-ante return (Expected return), Ex-ante return when beta is given, Ex-ante return when standard deviation of return is given, Assumptions of model, Concept of lending and borrowing and construction the portfolio, Application of CAPM, Capital market line, Creating CML, Identification of undervalued and

overvalued portfolios, Security market line (SML), Creating(SML), Identification of undervalued and overvalued securities, Practical exercises. **Factor model and arbitrage pricing theory:** Concept of arbitrage pricing theory (APT), Assumptions of APT, Expected return and risk under APT, Risk, The arbitrage process, Limitations of APT.

Text book:

1. Security Analysis and Portfolio Management, by Dhanesh Khatri, Macmillan Publishers India Ltd.,
2. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas Publication.

Reference Books:

1. Investment Analysis and Portfolio management – Prasanna Chandra, TMH Publication.
2. Security Analysis & Portfolio Management – Fisher and Jordan, Pearson Publishing.
3. Security Analysis & Portfolio Management - Kevin S, PHI Publication.
4. Analysis of Investments and Portfolio management – Reilly & Brown, Cengage Publication.

Title : Financial Markets & Services

Course Code : 305	Credit Points :04
Work load : 4 hours per week	Contact Hours: 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: This course is designed to equip students with essential skills in Financial Markets and Services	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Analysis	

Module-1: Financial markets - Capital, Money & Forex markets and their linkages - Role of financial system in economic development, financial services and products, financial innovation, financial engineering. Foreign stock exchange.

Primary market: Evolution of primary market in India, Mode of issuing securities, Intermediaries in raising the funds, Disclosure and investor protection guidelines 2000, IPO grading, FPO's, OFS, Book Building, participants in PM, price fixing and allotment of share. Financial instruments for rising foreign capital – ADR and GDR;

Secondary Market: Its Organization & functioning, trading strategies, trading mechanism –trading and Settlement. recent developments in the stock market, Over the

counter exchange of India (OTCEI), Sensex in India, Procedures in BSE & NSE, Internet based trading, margin trading, Stock brokers. Listing and Depository System. **Regulatory Institutions:** SEBI, Role of SEBI in Indian Financial Markets, Rules & regulations of SEBI related to Financial Markets, RBI & its guidelines, IRDAI, AMFI, and PFRDA. Capital market regulator, Depository system-Recognition of stock exchange, Listing of securities on stock exchange, Membership. **Govt. Securities Market:** Money market instruments, trading system, participants, Primary Dealers, Auction System, and NSEWDM.

Module-2: Merchant banking: Functions/services of merchant banker – Raising Equity and Debt capital -Management of Capital issues, underwriting and brokerage - SEBI guidelines for Merchant Banking. **Lease Financing:** Leasing Process - Types of leasing - Historical perspective of leasing - Present legislative framework of leasing - Lease and taxes - Lease evaluation from the lessor point of view – Lease evaluation from the lessee point of view. **Hire purchase:** Concepts and characteristics - Hire Purchase vs Lease - Conditions and warranties in Hire purchase & their implications - Tax implications of hire purchase – Evaluation of hire purchase from hirer and hiree point of view.

Module-3: Factoring: Meaning of factoring - Process or steps involved in factoring - Types of factoring - Benefits of factoring - Financial Evaluation of factoring. **Credit Rating:** The concept of credit rating - Approaches and process - Classification of credit rating – Benefits and drawbacks of credit rating - Credit rating agencies and their ratings for financial instruments -SEBI Guidelines for Credit Rating Agencies. **Consumer Durables Finance;** Features, Factors affecting growth of consumer durables finance, credit appraisal.

Text Book/Reference books:

1. Financial Markets and Institutions By Dr S Guruswamy, Tata McGraw Hill Publication, New Delhi.
2. Financial Services' by M Y Khan, Tata McGraw Hill Publication, New Delhi.
1. Financial Services & Markets By Punithavati Pandian, Vikas Publishing House, New Delhi.
2. Merchant Banking & Financial Services by S Guruswamy, Tata McGraw Hill Publication, New Delhi.
3. Merchant Banking & Financial Services by Madhu Vij & Swati Dhawan, Tata McGraw Hill Publication, New Delhi.

Title: Principles and Practices in Modern Banking

Course Code : 306	Credit Points :04
Work load : 4 hours per week	Contact Hours: 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objectives: Providing an in-depth insights into principles and practices of banking in the liberalised Indian economy and obtain skills and knowledge in practical Banking.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Analysis	

Module 1:

Banking system and structure in India- Evolution of Indian Banks-Types of banks - Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks, Payment Banks, Small Finance 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.

Module 2:

Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters Customers` accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims.

Module 3:

The Negotiable Instruments Act 1881 - Features of Negotiable instruments - Important concepts and explanations under the Negotiable Instruments Act. The Paying Banker-Dishonour of cheque Negotiation – Endorsement - The Collecting Banker – Negligence - Bills of exchange and promissory note - Discharge of Negotiable instruments - Hundis. 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, UPI and Aadhar base payment systems.

Module 4:

International banking – Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Vostro, Nostro Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIMBank. Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book debts and supply bills - Charging of Security bills - pledge – mortgage – assignment.

Module 5:

Asset Liability Management (ALM) in banks: Components of Liabilities and Components Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO) - Activities of ALCO. Contemporary Issues in Modern Banking System

Text Book: Principles and Practices of Banking – Indian Institute of Banking & Finance, McMillan Publication.

Title: Goods and Service Tax

Course Code :307	Credit Points :04
Work load : 4 hours per week	Contact Hours : 60Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objectives: To provide the inputs to students about the insight of GST and its practice.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module-1: GST In India:

Introduction;Background, direct and indirect taxes, Genesis of GST in India, concept of GST, Benefits, Framework of GST, Constitutional Provisions. stages of Evolution of Goods and Services Tax - Methodology of GST – Subsuming of taxes-constitutional background - Benefits of implementing GST- Structure of GST- Central Goods and Services Tax - State Goods and Services Tax - UTGST - Integrated Goods and Services Tax - Important concepts and definitions under CGST Act and IGST Act - GSTN - HSN Code - SAC code - GST council – Structure, Power and Functions

Module -2: Supply Under GST:

Introduction, concept of supply (Sec.7 of CGST Act), relevant definitions, composite and mixed supplies. Scope of Supply - Composite and Mixed Supplies, E-commerce under GST regime- Liability to pay tax; Concept of time and place of supply & Import and Export: Time of supply- Place of supply- Significance- Time and place of supply in case of intra state supply, interstate supply and import and export of goods and services; Levy and Collection of Tax -Rates of GST. Charge Of GST: Introduction, relevant definitions, extent, commencement, Levy and collection, composition of levy. Reverse Charge Mechanism- Composition Scheme of Levy-Value of taxable supply- Interstate supply-Intra state supply.Exemptions From GST; Power of Grant Exemption from Tax [Section of the CGST Act/Section 6 of IGST Act], Goods exempt from tax, list of services exempt from tax:

Module-3: Input Tax Credit: Introduction, definitions, eligibility conditions for taking input tax credit, appointment of credits and blocked credits, credit in special circumstances, how ITC is availed and utilized. Payment of GST: Cascading Effect of Taxation- Benefits of Input Tax Credit- Manner of claiming input tax credit in different situations - Computation - Input service distribution - Computation - Recovery of Credit - Reversal of credit - Utilization of Input tax credit - Cases in which input tax credit is not available - Tax Invoice - Unauthorised Collection of Tax - Credit Notes - Debit Notes - Electronic Cash Ledger - Electronic Credit Ledger - Electronic liability ledger -,Manner of payment of tax- Tax Deduction at Source - Collection of Tax at Source – Refunds.

Module: 4: Registration, Returns and Accounts and Assessment: Registration - Persons Liable for Registration - Compulsory Registration - Deemed Registration- Procedure for Registration - GSTIN - Amendment of Registration - Cancellation of Registration - Revocation of cancellation - Furnishing Details of Supplies - Returns - Accounts and Records- Forms for above – Assessment- An overview of various types of assessment.

Reference Books:

1. Taxmann's GST Ready Reckoner, by V. S. Datey, Taxmann Publications Private Limited.
2. Taxmann's GST Ready Reckoner, by Dr. Vinod K. Singhanian, Taxmann Publications Private Limited
3. Goods and Service Tax by Dr. H. C. Mehrotra, Notion Press Media Pvt Ltd.
4. Taxmann's GST Acts with Rules & Forms, book is edited by Taxmann's Editorial Board.
5. Goods and Services Tax (G.S.T) by, Dr. H.C. Mehrotra and Prof. V.P Agarwal, Sahitya Bhawan Publications, Agra.
1. Indirect Taxes - Vinod K Singhanian, Taxmann's Publications, New Delhi
2. Indirect Taxes - H.C Mehrotra, Sahitya Bhawan Publications, New Delhi
3. Illustrated Guide to Goods and Service Tax- C A Rajat Mohan- Bharat Publications

4. Beginner's Guide to GST- Dr Vandana Bangar and Dr Yogendra Bangar- Aadhya Prakashan Banagar.

Title: Human Resource Analytics

Course Code :308	Credit Points: 04
Work load : 4 hours per week	Contact Hours: 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To enable students to learn and apply HR analytics in Human Resource Management.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case-study	

Module-1: Importance and Significance of HR Analytics; Benefits of HR Analytics; Reinforcement of HR Strategy Factors with HR Analytics; Transition of Human Resource Management to Human Capital Management; Sustainable Competitive Advantage through Human Capital; Emergence of Human Resource Control Systems; Measurement Tools Used in Human Resource Controlling; HR Decision-Making and HR Analytics; HR Decision-Making; Descriptive HR Decision-Making; Correlational HR Decision-Making; Predictive HR Decision-Making; Steps to Implement HR Analytics; Critical HR Decision-Making and HR Analytics; Predictive HR Analytics; Benefits of Predictive Analytics; HR Analytics and Changing Role of HR Managers.

Module 2: Aligning Human Resources to Business through HR Analytics; Steps for Alignment of HR Analytics with Business Goals and Strategies; Checklists for Strategies and Business-Aligned HR Analytics; Applications of HR and Predictive Analytics; Importance and Benefits of HR Analytics; HR Analytics Framework and Models; HR Business Process and HR Analytics; Statistics and Statistical Modelling for HR Research and HR Decision-Making; HR Research Tools and Techniques; Data Analysis for Human Resources; Parametric and Non-Parametric Tests; HRIS for HR Decision-Making; HR Metrics; Recruitment Metrics; Metrics for Training and Development Function; HR Scorecard; HR Dashboards; HR Analytics as a Better Tool for HR Decisions; Compelling Reasons for HR Analytics; Forecasting and Measuring HR Value Propositions with HR Analytics; Value Proposition and HR Decisions; Sustainability in HR Decisions; HR Analytics and HR Value Propositions; HR Optimization through HR Analytics; HR Forecasting, HR Plan and HR Analytics; Predictive HR Analytics.

Module-3: HR Analytics and Data; HR Data and Data Quality; HR Data Collection; Steps for HR Data Collection; Big Data for Human Resources; Transforming HR Data into HR Information; Process of Data Collection for HR Analytics; Data Collection for Effective HR Measurement; HR Reporting; Types and Forms of HR Reports; Data Visualization or HR Report Visualization; Performing Root Cause Analysis; Datafication of Human Resources; HR Analytics and Predictive Modelling; Different Phases of HR Analytics or HR Predictive Modelling; Examples of Predictive Analytics; Data and Information for HR Predictive Analysis; Software Solutions; Predictive Analytics Tools and Techniques; HR Analytics for Future; Understanding Future Human Resources; Generic Future HR Skillsets and Knowledge; Ethical Issues in HR Analytics; HR Feel More Empowered with HR Analytics; Artificial Intelligence and HR; Different Types of AI for HR Functions; AI and Machine Learning.

References:

1. Dipak Kumar Bhattacharyya, HR Analytics, Understanding Theories and Applications, 2ed:
Wiley India Pvt. Ltd.
2. Gupta, Deepa Gupta, Mukul Gupta, Parth Mukul, HR ANALYTICS: THE FUTURE OF HR;
PHI Publications.

Title: Managerial Effectiveness and Leadership

Course Code :309	Credit Points 04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To identify the course participant’s strengths and weaknesses as a person and a member of a group or organisation using personality typing. To enhance one’s own self-awareness and to understand others utilising methods from Neuro-Linguistic Programming (NLP). To sensitize students to the emerging perspectives on spiritual foundations of personal effectiveness and leadership.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case-study	

Module 1: Managerial Effectiveness: Characteristics of Effective manager, Interpersonal skills and Managerial effectiveness; Transactional Analysis and Managerial Effectiveness; Understanding your Thinking Process, Identifying the Filters on your World, Enriched Communication, Through Sensory Specific Language, Managing your Internal Dialogue, Perceptual Positions for Assertiveness. Anchoring a Resourceful Stage for yourself to Manage Conflicts, Creating Rapport, Powerful

Persuasion Strategies, Personality Typing using Enneagram. Briggs-Myers Personality Types model and its applications.

Module 2: Neuro-linguistic programming (NLP) Test; Techniques of NLP; Applications of NLP in Business; NLP and Effectiveness; Selling with NLP, Managing with the Power of NLP; Life Planning: Personal Mission and Vision, Principle Centered Leadership, Leadership skills and Managerial Effectiveness; Leadership and change management; Emotional Intelligence, Components of EI; Applications of EI; EI and Managerial Effectiveness, The Road LessTravelled.

Module 3: The Seven Habits of Highly Effective People, Effective Life and Time Management, Importance and Analysis of time, Time Management strategies; Planning time and Resources; Spiritual Foundations of Personal Effectiveness, Contemporary issues; Creativity and Managerial effectiveness. Leadership styles and effectiveness. Qualities of effective leadership, Role of effectiveness in Team effectiveness. Effective Leadership Vs. Effective Management, Analysis of Leadership and Managerial Effectiveness.

Books:

- The 7 Habits of Highly Effective People Paperback (English) 2004: StephenCoovey
- Leadership: Personal Effectiveness and Team Building Paperback – 2012 by Ranjana Mittal(Author)
- Unstoppable Confidence: How to Use the Power of NLP to Be More Dynamic and Successful Paperback – Import, 1 Aug 2008 by Kent Sayre(Author)

Reference Books:

- The monk who sold his Ferrari: RobinSharma
- Who moved myCheese: Spencer Jhonson,
- The Secret: Positive thinking:Nepoleon
- Timeless Leadership : Debashish Chatterjee WileyPublication
- Think and Grow Rich : Nepolea

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
310	Performance Management and Competency Mapping	4	50	50

Objectives : The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Module 1 : Objectives of Performance Appraisal, Historical Review of P A, Research Findings in P A in India and abroad Issues and Problems in P A. Performance Appraisal to Performance Management, Concept and Perspectives of Performance Management, Philosophy Behind Performance Management, Pre-requisites of Performance Management, Characteristics, importance, benefits and Principles of Performance Management, Performance Management Model, Imperatives of Performance Management, Antecedents of Performance Management, Determinants of Job Performance, Personality and Job Performance: The Five-Factor Model, Elements of Effective Performance Management, Challenges to Performance Management.

Module 2: Performance Management System; Objectives, characteristics and Functions of Performance Management System, Competency-based Performance Management System, Performance Management System Checklist for Managers, Electronic Performance Management, Job Description and Performance Appraisal, Job Analysis in Performance Appraisal Systems, Measurements in Performance management.

Module-3: Performance Planning: Meaning, Definition; Theories of Goal Setting, Introduction to Setting Performance Criteria, Setting Performance Criteria Defined, Characteristics of Performance Criteria, Principles of Setting Performance Criteria, Process of Setting Performance Criteria, Characteristics of Performance Planning, Objectives of Performance Planning, Importance of Performance Planning, Methodologies of Performance Planning, Process of Performance Planning, Barriers to Performance Planning, Characteristics of Effective Performance Plan, Methods of P A. Appraisal Forms and Formats , Design , Process and Documentation of P A Appraisal Communication, Self Appraisal and MBO.

Module -4: Performance Appraisal: Characteristics, Objectives, Importance, Principles, and Process of Performance Appraisal, Approaches to Performance Appraisal, Methods of Performance Appraisal, Designing Performance Appraisal Form, Common Rating Errors, Common Pitfalls of Performance Appraisal, Advantages and Disadvantages of Performance Appraisal, Elements of Good Performance Appraisal System, Appraising Employees Objectively, Achieving Effective Performance Appraisal, Appraisal Interview, Performance Feedback and Counselling , Implications of Management Styles on P A , P A and its Organisational Implications, Legal and Ethical Perspectives in P A .Performance Management

Implementation: Bottlenecks in the Implementation of Performance Management, Strategies for Effective Implementation of Performance Management, Factors Affecting Effective Use of Performance Management, Operationalizing Change Through Performance Management, Concept of High-performance Teams, Characteristics of High-performance Teams, Determinants of High Performance Teams, Building and Leading High Performance Team, Organizational Culture and Performance Management

Module 5: Competency Mapping: Overview of Competency Mapping, Methods of Competency Mapping, Competency Mapping and its Linkage to Performance Planning, Meaning, Characteristics, types of competencies, Purpose and approaches of competency mapping, tools for mapping. Behavioural event interview, repertory grid, critical incident technique, Subject expert discussions, survey method and participant observation. Issues related to developing competency based applications, formation of competency frame work, Competency mapping and assessment centres. Resistance and recommendations, Contemporary issues.

Recommended Books

- Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
- Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
- Tripathi P C- Human Resource Development

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
311	Organisation Development and Institution Building	4	50	50

Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in Organizational Development and Institutional Building.

Pedagogy : Lectures, Assignments, case studies, seminar, project

Module 1 Introduction to Organizational development: Definitions and Historical overview of OD, Foundation of OD; **Nature of Planned Change:** Theories of Planned change, Lewin's Change Model, Action Research Model, The Positive Model Comparisons of Change Models; General Models of Planned change Entering and Contacting, Diagnosing, Planning and Implementing Change, Evaluating and Institutionalizing Change; Different types of planned change, and OD Practitioner.

Module 2 Diagnosing Organizations: Need for diagnostic models, Organizations group, Group-Level Diagnosis, individual level diagnosis, collecting and analyzing the diagnostic information, Feeding back of diagnostic information.

Module 3 Interpersonal and Group Process Approach: Process consultation, Individual, group and organisation level interventions- T Group, sensitivity training, team building interventions, formal group diagnostic and team building meeting, process consultation intervention etc, Third party interventions- Intergroup team building interventions, third party peace making interventions partnering. Structural interventions- Self managed teams, Work redesign, parallel learning structures etc. Team Building.

Module 4 Institution Building: Meaning of Institution, how institution differs from organizations, Factors contributing to development of an institution, Process of institution building, Role of CEO in Institution building, Important role of institutions, Great institution builders of India (Vikram Sarabhai, Ravi J Matthai, Vijay Shankar Vyas, Contemporary issues

Text Book: Thomas G Cummings and Christopher G Worley: Organization Development & Change, South-Western Cengage Learning

Reference Books :

- Beyond Management by Udai Pareek
- □John M. Thomas and Warren O. Beuris: The Management of Change and Conflict, Penguin Book
- New York.W.W. Cooper, H.J Leavitt and M.W. Shelly D:
- □New Perspectives in Organization Research, John Willey & Sons, New York
- □.Arthur G. Bedeian: Management, The Dryden Press, Illinois.Roy Wagner:
- □The Invention of Culture, University of Chicago Press, and Chicago.Peter F. Drucker:
- □The Executive in Action, Harper Collins Publications Inc., New York.Tim Hannagan:
- Management – Concepts and Practices, McMillan India Ltd., New Delhi

Title: Learning and Development

Course Code :312	Credit Points :04
Work load : 34hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: The objective of this course is to understand the importance of learning and development as an important tool for need analysis.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module 1: Learning and Learning Theories: Learning process, Principles of learning, Theories of learning, process of resistance to leaning, Effect of group dynamics on learning, Transfer of learning, Distinct characteristics of Training design that motivate learning, Learning strategies. Learning and Development: Definition and comparison of learning and management technique, benefits of learning and development, Awareness of learning and development setup, various steps in learning and development process, Theoretical prospective of learning and development process. Adult Learning: Principles of adult learning, Difference between learning of children and adults, Factors which motivate adults to learn Jane Vella’s Principles, Kolb’s Learning Cycle.

Module 2: Training: Objectives, Policies and Strategies: Training policy, Training strategy, Training plans, Training process follow up, Overview of training methodology, Preventing employees obsolescence to training – Steps in training program design, Program sequence and theme, Converting training objective into training program, Criteria for training method selection, Relationship between learning and training methods. **Training Methodologies:** Overview various training methods, On the job training methods, Off the job training methods, Understanding the method to be applied for applying improvement in knowledge, skills, and attitudes, Advantages of using one training over other, The latest training methods and their applications in different situations – The concept of distance learning, Characteristics of distance learning, Key factors influencing distance learning.

Module 3: Training Evaluation: Reasons for evaluating training, Significance of training evaluation, Donald Kirkpatrick’s, Return on investing in training, Types of evaluation design, Considerations in choosing an evaluation design, Data collection for training evaluation, Threats to Validity, Determining costs, Evaluation practices in different organizations.

Contemporary Issues in Learning and development

Reference Books:

- Training and Development – By Dr. BJanakirama
- Personnel/Human Resource Management – By David A. Decenzo & Stephen P.Robbings
- The Training Manager’s Handbook – By EddieDavies
- The Trainer’s Tool Kit – By Cy Charney & KathyConway

- Learning Content Management Systems – By C. Jones, KnowledgeXtensions
- Agent Training: How to motivate and Keep the Best Reps, CommWeb, March2001
- Effective Training byBlanchard

Title: Strategic Brand Management

Course Code :313	Credit Points :04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To make students to learn concepts, theories, principles, functions and objectives of Brand Management.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module I: Brands and Brand Management: Importance, Characteristics of strong brand, branding challenges and opportunities, brand equity, strategic brand management process. Customer-based Brand Equity and Brand Positioning: brand knowledge, sources of brand equity, identifying and establishing brand positioning, positioning guidelines, defining brand mantra, Brand Resonance and the Brand Value Chain: steps of building strong brand, value stages and implications of brand value chain. Designing and Implementing Brand Marketing programs: Choosing brand elements to build brand equity, criteria for choosing brand elements, options and tactics for brand elements, designing marketing programmes to build brand equity: integrating marketing, product, pricing, channel strategies, Integrating Marketing Communications to Build Brand Equity: new media environment, four major marketing communication options, brand amplifiers, developing IMC programs, Leveraging Secondary Brand Associations; company association, country of origin and other geographic areas, channels of distribution, co-branding, licensing, celebrity endorsement, sporting, cultural and other events third party sources.

Module II: Measuring and Interpreting Brand Performance: Brand Equity Measurement and Management System; conducting brand audits, designing brand tracking studies, establishing a brand equity management system. Measuring Sources of Brand Equity: Capturing Customer Mind-Set; qualitative and quantitative research techniques, comprehensive models of consumer-based brand equity, Measuring Outcomes of Brand Equity: Capturing Market Performance; comparative methods, holistic methods. Growing and Sustaining Brand Equity: Branding Architecture Strategies; defining brand potential, identifying brand extension opportunities, branding new products and services, brand portfolios, brand hierarchies, corporate branding, brand architecture guidelines, Introducing and Naming New Products and Brand Extensions; new products and brand extensions, merits and demerits of brand extensions, understanding how consumer evaluate brand extensions, evaluating brand extension opportunities, extension guidelines based on academic research, Managing Brands over Time; reinforcing brands, revitalizing brands, adjustments to the brand portfolio,

Module III: Managing Brands, Over Geographic, Boundaries and Market Segments: Regional market segments, other demographic and cultural segments, rationale for going international, merits and demerits of global marketing programs, global brand strategy, standardization Vs. Customization, developing Vs. developed markets building global customer based brand equity. Closing perspectives; strategic brand management guidelines, what makes strong brands, future brand priorities.

References:

1. Kevin Lane Keller, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", 4th edition, Pearson publications.
2. Brand management-Y.L.R.Moorthi-Vikas Publication Product management-Donadlehman, TMH

Title: Applied Marketing Research

Course Code :314	Credit Points :04
Work load : 4 hours per week	Contact Hours: 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To make students to learn concepts, theories, principles, functions and objectives of Marketing Research.	
Pedagogy: Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module I: Marketing Research: – Definition, Scope, Significance, Limitations, Obstacles in acceptance of marketing research, Ethics in marketing research, own vs. agency marketing research, Marketing Intelligence system, marketing information system; meaning, need and components, marketing information system and marketing research. **Research process** : Problem definition, development of an approach, research design, data collection, data analysis, report preparation and presentation – research proposal process - drafting the research proposal. Types of Research Design – Exploratory, Conclusive research designs.

Module II: Various sources of market Information – Methods of collecting Market Information – Primary data, Secondary data – sources – problems of fit and accuracy. Syndicated services. Primary data collection methods; experimental methods, Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents, questionnaire preparation and administering, organizing fieldwork for a collecting data. hypothesis statement – characteristics of a good hypothesis. Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods,

Module III: Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis (CO4);

Module: IV: Qualitative research techniques – a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation. Report writing – forms of report – fundamentals of a good report.

Text Books: 1. Marketing Research – Measurement & Methods – Donald S.Tull, Del I. Hawkins.

2. Marketing Reseach –Naresh Malhotra, Latest Pearson Publications

3. Brown, Adhikari, “Marketing Research” Cengage Learning.

Reference Books:-

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn.
3. Chisnali P K Marketing-A behavior- Boyd H W & Westfall: Marketing Research text and cases Richard Irwin Inc.- Lucki D J Wales H G Etal: Marketing Research Prentice Hall.

Title: Consumer Behavior

Course Code :315	Credit Points :04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To make students to learn concepts, theories, principles, functions and objectives of Consumer Behavior.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Analysis	

Module I: Consumer Behavior and Marketing strategy: Nature, Applications, Models, market analysis components, market segmentation, marketing strategy, consumer decisions, Consumer Behavior and Decision Making. **External Influences:** Cultural variations in cultural values, non-verbal communications, global cultures, global demographics, cross-cultural marketing strategy. changing society; changes in cultural values, marketing strategy and values, Demographics and social stratification; understanding demographics, generations, social stratification and marketing strategy,, social structure, measurement of social class, **Subcultures;** nature, religious subcultures, regional subcultures, Ethnic subcultures etc., **Families and households;** Nature household life cycle and marketing strategy, family decision making, marketing strategy and family decision making, consumer socialization, marketing to children. **Group influences;** types of groups, reference groups influences and marketing strategy, communication within groups, and opinion leadership, diffusion of innovations.

Module II: Internal Influences: Consumer Perceptions; nature, Exposure, Attention, Interpretation, perception and marketing strategy, **Consumer Personality;** personality in marketing practices, emotions and marketing strategy, **Consumer Attitude:** attitude components, attitude change strategies, individual and situational characteristics that influence attitude change, communication influence attitude formation and change. attitude based segmentation and product strategy, **Self-concept and lifestyle;** nature, VaLs system, Geo-lifestyle analysis, international lifestyles, **Consumer Motivation:** nature, motivation theory and marketing strategy, **Consumer Learning;** nature, Memory and product positioning; memory's role in learning, learning and involvement, retrieval, brand image and positioning, brand equity, and brand leverage. **Situational Influences;** nature, situational characteristics, ritual situations, situational influences and marketing strategies.

Module III: Decision Making Process: Consumer decision process; types of consumer decisions, the process of problem recognition, marketing strategy and problem recognition. Information search; nature, types, sources, external information search, search costs Vs. benefits. marketing strategies and information search. **Alternative evaluation and selection;** How consumers makes choices? Evaluative criteria, individual judgment and evaluative criteria, decision rules for attribute-based choices, outlet selection and purchase; outlet choice Vs. Product choice, the retail scene, retailer attributes outlet selection, consumer characteristics and outlet choice, In-store and online influences on brand choices, purchase, Post-purchase processes, customer satisfaction, and customer commitment; post purchase dissonance, product use and non-use, disposition, purchase evaluation and customer satisfaction, dissatisfaction response, customer satisfaction and repeat purchases, and customer commitment. **Organizational buyer behavior;** organizational purchase process,

organizational culture, factors influencing, Market Segmentation and Consumer Behavior. Relationship Marketing and Consumer Behavior. Consumerism And Consumer Movements- A historical Perspective: Marketing regulation and consumer behavior, regulation and marketing to children, marketing to adults.

Text Books:

1. Del I Hawkins, David L Motherbaugh and Amit Mookerjee, “Consumer Behaviour –Building Marketing Strategy”, McGrawHill Publications.
2. Leon G Schiffman, Joseph Wisenblit and S Ramesh Kumar “Consumer Behaviour”, Pearson Publications.

References:

1. Soloman and Soloman, “Consumer Behaviour” Pearson publications, latest edition
2. Ramneek Kapoor and Nnamdi O. Madichie, Consumer Behaviour, Mc Graw Hill Publications
3. Satish K Batra and S H H Kazmi, “Consumer Bhevaiour – Text and Cases”, Excel Publications.

Title: Sales Management

Course Code :316	Credit Points :04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: Objective: The purpose of this course is to develop an understanding and skill about concepts, method and strategies of sales management. It also aims at developing various competencies to tackle different sales related problems and train the student to become effective sales force to bring only into the organization and become a bread earner for self and organization.	
Pedagogy: Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars	

Module 1: Introduction to Sales Management : Evolution of Sales Department, Evolution of Personal Selling, Meaning and objective of Sales Management Nature and Role of Sales Management Personal Selling Strategies Types of Personal Selling (Industrial, Retail and services) Types of Selling (Order takers, Order creators, Order getters) Theories of Selling – AIDA Difference between Selling & Marketing Management Process Sales Management Process Emerging Trends in Sales Management.

Module 2: Selling Skills and Selling Process: Selling and Buying Styles; Selling Situations (Selling Task functions, Maintenance. Selling, Developmental Selling) Selling Skills Negotiation Skills Problem Solving Skills Problem Solving Process Problem Definition Techniques. Stages, Prospecting (process & Methods), Handling customer objections, Methods of Closing Sale. Managing Sales Information or Setting Personal Selling Objectives: Types of Personal Selling Objectives Qualitative & Quantitative Important terms: Market Potential, Sales Potential, Sales Forecast Forecasting Market Demand Market Demand Function Market Demand Forecasting Marketing Decision Support System Forecasting Process Methods of Forecasting. Sales Organization: Purpose of sales Organization Setting Up a Sales organization Types of sales organization structure (Line, Line & Staff, Functional sales, Committee sales) Factors influencing the structure Typical Structure-Line Organization Design by Territory, Management, Function, Product, Customer Combined sales Organization Design, Emerging Organizational Designs Number of Sales People.

Module 3: Organizing Sales Efforts Management of Sales Territory: Functions & Qualities of Sales Executives Sales Territory-Concept Designing: Reasons & Procedures Shapes; Management of Sales Quota; Meaning of Sales Quota Objectives and Principles of setting Sales Quota Quota Setting – Procedure / Methods Types Problems in Setting Sales Quota; Recruitment & Selection of Sales Force, Training Motivation & Compensation of sales Force.

Text Book:

1. Sales Management- Decisions, Strategies and cases by Richard R. Still, Edward.W. Cundiff; and Norman A.P. Govani- 5/e. Prentice Hall Publications, New Delhi.
2. Tapan Panda and Sachdeva “Sales and Distribution Management”, Pearson publications.

Reference Books:

1. Professional Sales Management by R- E. Anderson, Joseph F. Har, Alan J. Bash - McGraw Hill Inc. International Student Edition

Title: Retail Management

Course Code :317	Credit Points :04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To make students to learn concepts, theories, principles, functions and objectives of Retailing Management. To introduce the basic concepts of retail management, the latest developments in retailing in the Indian context, and framework of Retail mix and each of its elements. To provide a strategic perspective of the retailing industry.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module I: Introduction to the World of Retailing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Global retailers, retail opportunities. Types of Retailers, Multichannel Retailing: Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, Customer Buying Behavior: Understanding the Retail Consumers, The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers.

Module II: Retail Market Strategy: Retail Market strategy; Financial Strategy: Measures of Financial Performance, The strategic profit model, Measures of retail performance, Retail Locations; Retail Site Location: The importance of store locations, types of locations, steps involving in choosing a location, trade areas and their evaluation, how to evaluate a retail location. Human Resource Management, Information Systems and Supply Chain Management, Customer Relationship Management.

Module III: Merchandise Management: Managing the Merchandise Planning Process, The concept of merchandising, the evolution of merchandising function in retail, Buying Merchandise: The process of merchandising buying, the procedure for selecting vendors and building partnerships, the concept of own brand and manufacturers' brand the concept of category management, Role of Pvt. Labels, Retail Pricing: The concept of retail pricing and the factors affecting price, elements of retail price, developing a pricing strategy, adjustment to retail price, GMROI. Retail communication mix, The concept of retail marketing mix, STP, the role of POP in retail. E-retailing.

Module IV: Store Management :Managing the Store, Store Layout, Design, and Visual Merchandising, Retail Store Operations, The relationship between store image and store design components of exterior and interior consideration for selecting layout visual merchandising in retail, Customer Service: The concept of customer service, the gaps in customer service, methods and tools available for encouraging loyalty, role of retail sales person, selling process. Starting your own Retail Business, Starting a Franchise Business, Cases

Text Book : Levy, Weitz, and Pandit “Retailing Management” McGrawHill Publications

References:

Chetan Bajaj Rajanish Tuli and Nidhi Varma Srivastava, “Retail Management”, Oxford Publications.

Barry Barman, Mini Mathur, “Retail Management – Strategic Approach”, Pearson Publications.

**MBA (Evening) Fourth Semester
Revised Syllabus
With Effect from Academic Year 2024-25**

Fourth Semester			Marks		
Subject Code	Subject Title	Credits	IA	End Term	Total
401	Management Control System	4	50	50	100
402	Dissertation / Project Report	4	50	50	100
Elective-5	Elective-5	4	50	50	100
Elective-6	Elective-6	4	50	50	100
Elective-7	Elective-7	4	50	50	100
	Total	20	250	250	500

Note: Students can choose any five elective subjects from the list of Elective subjects.

IV Semester	
Finance Electives	
Subject Code	Subject Title
403	Derivatives Markets and Risk management
404	International financial management
405	Personal Finance and Tax Planning
406	Business Taxation
407	Micro Finance and Financial Inclusion
HR Electives	
Subject Code	Subject Title
408	Talent and Knowledge Management
409	Compensation and Rewards System
410	Emotional Intelligence and Managerial Effectiveness
411	Human Resources Information System
412	Social Legislation for Indian Managers
Marketing Electives	
Subject Code	Subject Title
413	Rural marketing
414	Services marketing
415	Supply Chain Management
416	Retail Management
417	International Marketing

Title: Management Control Systems.

Course Code : 401	Credit Points :04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment – 50	Semester End Examination – 50
Objective: To develop the apperception for the systems those are necessary for a CEO to control the Organization to drive the performance.	
Pedagogy: Lectures, Assignments, Case studies and Seminars	

Module 1: Introduction to MCS: Management Control System; Nature, basic concepts, boundaries of management control; Management Control Environment ; understanding strategies-goals, concept of strategy, corporate level strategy, business unit strategies. Goal congruence-concept, influence of informal factors on goal congruence, the formal control system, types of organization, functions of the controller.

Module 2: Responsibility Center. Revenue centers, expense centers, administrative and support centers, research and development centers, profit center-general considerations, business unit as profit centers, other profit centers, measuring profitability. Transfer pricing-meaning, objectives, methods, pricing the corporate services, administration of transfer pricing. Measuring of assets employed, EVA Vs ROI, evaluating the performance of managers and the evaluating the economic performance of the entity.

Module-3: Budget preparation process, nature of budget, other budgets, behavioral aspects in budgets, calculating the variances, variance in practice, limitations of variance analysis. Performance measurement systems, management compensation-incentives, characteristics of incentive, compensation plans, incentives for corporate officers and business unit managers. Control for differentiated strategies.

Module 4: Controls in service organization- general ideas on services organization, professional services organization, financial services organization, health care services organization, non-profit organizations. Multinational Organizations-cultural differences, transfer pricing issues, exchange rate issues. Projects; Nature of projects, the control environment-project planning, execution and evaluation.

Text Books:

1. Management Control System- Robert Anthony, Vijay Govindrajan
2. Management control system-Kennet Merchant, Pearson publication

COURSE OUTLINE FOR MBA FOURTH SEM

Paper Code	Title of the Paper	No of Credits	Viva-Voce	Report/ Dissertation	Total Marks
402	Industry Based Research Project	4	50	50	100

- i) The industry-based research project is mandatory for all MBA students to get MBA degree. Student has to undertake 4 months full time research activity in the fourth semester.
- j) An internal guide (Faculty) shall be allocated to each student by the respective institution before the end of the third semester to guide the student in research work and one external guide from the industry. Student has to submit fortnightly (15 days) report to internal guide and attend review meeting monthly once in the institute/college.
- k) Assessment will be done by both internal and external evaluators appointed by Karnatak University, Dharwad, Average marks will be allotted.
- l) All students' project report will be examined by panel of examiners, constituted by the University for the purpose for a total of 50 marks. All students completing the project will have to attend a viva voce to be conducted by the above panel of examiners for 50 marks.
- m) A student has to submit the Project report at the end of IBRP duly signed by internal guide and head of the institution as mark of fulfillment of requirements of MBA degree.
- n) The contents of the report shall be as under.
 11. Executive Summary
 12. Introduction: Industry/Company
 13. Conceptual framework
 14. Review of Literature
 15. Research design
 16. Research methodology
 17. Analysis
 18. Findings, Suggestions and Conclusion
 19. Bibliography
 20. Fortnightly reports
- o) Report format as below:
 5. Report shall be typed/hand-written not less than 100 pages with headlines of 14 font size, and body of the text shall be 12 font size in times new roman font.
 6. The report shall be submitted both in one hard (spiral bound) and soft copy to the university for evaluation.
 7. Authenticated Similarity (Plagiarism check) Index Certificate should be enclosed, similarity should not be more than 50%.
 8. The reports shall contain project completion certificate duly signed by internal guide and head of the institution.
- p) Failing to complete the IBRP, failing to submit the report/ failing to attend viva exam, will result in repetition of IBRP in the subsequent year.
- q) Teacher guide will be allocated 4 hours to conduct classes / guidance for IBRP project.

Note: KIMS – KUD will issue any further guidelines from time to time if necessary.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
403	Derivatives Market and Risk Management	4	50	50

Objective: The main objective of this course is to acquaint the students with basics of derivative market and its workings.

Pedagogy :Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1:Introduction: Risk Management, Types of Business Risks, Meaning of Derivatives, Products, Factors driving growth of derivatives. Derivative Markets in India (Derivatives Trading at NSE, BSE, NCDEX & MCX), Participants, Functions, Regulatory frameworks **tock & Index Derivatives:** Introduction to Stock & Index Futures, Stock & Index Options, Trading Mechanism, Terminology.

Module 2:Commodities Derivatives: Agriculture, Metal & Energy derivatives in India, Genesis, Trading Mechanism, Terminology, Margin System. **Currency Derivatives:** Currency Market in India, Genesis, Fixed & Floating exchange rate regime, Terminology, Traders. **Interest Rate Derivatives:** Interest Rate Caps & Floors, FRA, SWAPS.

Module 3:Forward Contacts: An overview of Forward Contacts, Features, Carry Price Model, Pricing (NoIncome, Known Income & Known Yield), Hedging strategies & application, Practical exercises. **Futures Contacts:** Meaning, Parties, Terminologies, Basis, Relationship between Futures price & Expected spot price, Trading procedure, Margin System, Open interest, Pay offs, Valuation, Speculation, Hedging & Arbitration strategies, Practical exercises.

Module 4: Option Contacts: Meaning, Types, Parties, Pay Offs, Settlement procedures for stock, indices, Application of Options (Speculation & Hedging strategies), Combination Strategies (Strips, Straps, Straddle, Strangle), Spreads (Bullish & Bearish Butterfly Spreads, Option Valuation using Black Scholes Model & Binomial Model, Zero Cash Flow Portfolio, Diagrammatic presentation of One& Two step Binomial Process, Practical exercises.**SWAP Contacts:** Types, Interest rate swaps, Currency swaps. Basic practical exercises.

Text book:

- Futures and Options by N. D. Vohra and B. R. Bagri, Tata McGraw Hill Publication.
- **Reference Books:**
- Derivatives & Risk Management by Rajiv Srivastava, Oxford Publication.
- Derivatives & Risk Management by Dhanesh Kumar Kharti, Mcmillan Publication.
- Commodity Derivatives by Indian Institute of Banking & Finance.
- NCFM Derivatives Market, Options Strategies, Currency, Interest Rate & Commodities
- Market Module downloaded material.
- Options and Futures & Options Markets by John C Hull, PHI Publication.Introduction to Derivatives by SSS Kumar.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
404	International Financial Management	4	50	50

Objective: The main objective of this course is to give exposure to all aspects of International financial management.

Pedagogy :Lectures, Assignments/Project, Practical Exercises and Case Analysis

Module 1: International financial Environment - The Importance, rewards & risk international finance-Goals of MNC - International Business methods – Exposure to international risk - International Monetary system - Multilateral financial institution.**International flow of funds:** International Flow of Funds: Balance of Payment(BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium &Disequilibrium. Trade deficits. Capital account convertibility (Problems on BOP).

Module 2: International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the European Monetary Union (EMU).**Foreign Exchange Market:** Function and Structure of the Forex markets, Foreign exchangemarket participants, Types of transactions and Settlements Dates, Exchange rate quotations,Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spotmarkets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates-Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

Module 3: International Financial Markets and Instruments: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, International Money Markets International banking services –Correspondent Bank, Representative offices, Foreign Branches. **International Parity Relationships & Forecasting Foreign Exchange rate:**Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreigntaxchange rate-Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage.

Module 4: Foreign Exchange Exposure: Management of Transaction exposure-Management of Translation exposure- Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure (Practical Problems / Exposure to Exposure Management) Cases: Xian Janssen Pharma (China) and the Euro, Toyota’s European Operating Exposure, LaJolla Engineering Services Limited. **Foreign Exchange Risk Management:** Hedging against foreign exchange exposure –Forward Market- Futures Market- Options Market- Currency Swaps- Hedging through currency of invoicing- Hedging through mixed currency invoicing.

Reference Books:

- International Financial Management - Eun & Resnick, Tata Mcgraw Hill Publication.
- Multinational Business Finance - Eiteman, Stonehill & Mofett, Pearson Publishing. 11th Ed.
- International Financial Management - Jeff Madura, Thomson Publication.
- Foreign Exchange Markets – Jain, Yadav, and Peyrard, Macmillan Publication.
- International Financial Management – P. G. Apte, Tata Mcgraw Hill Publication.
- International Financial Management - V. Sharan, Prentice Hall of India Publication.
- International Finance - Maurice Levi, McGraw Hill Publication.
- International Financial Management – Madhu Vij

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
405	Personal Finance and Tax Planning	4	50	50

Objective: To facilitate the student to become financially responsible member of society leading to developing skills in the area of money management, budgeting, financial goal attainment, wise use of credit, investment and tax management.

Pedagogy: Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars

Module 1: Financial Planning Process: Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time – The Financial Planning Environment – Various Determinants of Personal Income.

Module 2: Financial Statements and Plans: The Role of Financial Statements in Financial Planning Preparing Personal Balance Sheet and Income and Expense Statement based on Life Cycle
Approach– Using Personal Financial Statements.

Module 3: Investment Avenues & Tax Planning: Meaning and Purpose of Investment – Factors Considered in the Choice of Investments, Short & Long-term investments - FDs – Post Office Schemes – Insurance – Mutual Funds – Real Estate – Bullion markets – Equity – Debt – Commodities – IDRs, PPF, NPS, – Developing Investment Strategy. Basic of Income Tax, Basic Concepts, Residential Status & Tax Incidence, Income Exempted from Tax.

Module 4: An overview of computation of Gross Total Income, Deductions from the Gross Total Income u/s 80C to 80U, Tax rates & Calculation of Tax liability: Income Tax Authorities & Filing Returns – Traces (26 AS) – Form No. 16 A – ITR I & II – Permanent Account Number & Aadhar linkage, Tax Audit, Qualities & Qualifications required in auditors, forms, reporting & disclosure in financial statement, Settlement of Cases.

Reference Books:

- Taxation Law and Practice – Volume 1 – Balachandran, Thothadri – PHI
- Direct Taxes – Law & Practice by Vinod K Singhania & Kapil Singhania, Taxmann
- Publication.
- Income Tax Law and Practice – N Hariharan - Tata McGraw Hill Publication.
- Focus on Personal Finance - Jack Kapoor; Les Dlabay; Robert J. Hughes, McGraw-
- Hill/Irwin (2009)
- George Rejda: Principles of Risk Management and Insurance: Pearson, New Delhi.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
406	Business Taxation	4	50	50

Objective: Exposure to tax management concepts in the corporate setting and a practical overview of Goods and Services Tax.

Pedagogy: Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars

Module 1: Corporate Tax Planning & Management

Concept of Tax planning, Tax planning with reference to setting up a New Business; Location; Nature of Business; Tax Holiday, etc. Tax Planning with regard to Specific Management Decisions such as Mergers and Takeovers; Employees' Remuneration; Voluntary Retirement Tax Planning with reference to Financial Management Decisions such as Borrowing or Investment Decisions; Reorganization or Restructuring of Capital.(Practical Problems).

Module 2: Treatment of Depreciation & Setoff & Carry forward of Business Losses.

(Practical Problems)**Basic Concepts of International Taxation**Residency Issues; Source of Income; Tax Havens; Withholding Tax, Unilateral Relief and Double Taxation Avoidance Agreements, Controlled Foreign Corporation, Advance Rulings and Tax Planning, Authority for Advance Rulings.

Module 3 : Tax aspects of Transfer Pricing

Concepts, Meaning of International Transactions; Computation of Arm's Length Price &Methods; General Anti Avoidance Rules (GAAR). Discussion on recent cases.

Module 4: An Overview of Goods and Service Tax

Background, Negative List Approach, Rate Structure under GST, SGST, IGST and CGST. Rateand Computation of Tax, Levy, Collection and Payment of GST. Filing of GST returns.Assessments and refunds.(Simple Problems)

Reference Books :

- Practical Approach to Direct and Indirect Taxes – Dr. Girish Ahuja & Dr. Ravi Gupta.-
- CCH Publication
- Principles of International Tax Planning – Rohit Gupta – Taxmann's Publication
- Direct Taxes Laws and Practice – Vinod K Singhania, Kapil Singhania-Taxmann's Pub
- Corporate Tax Planning & Business Tax Procedures with Case Studies – Monica
- Singhania & Vinod K Singhania – Taxmann's Publication.
- Basics of GST – Nitya Tax Associates – Taxmann's Pub
- A handbook for GST in India (E-book) – CA Pritam Mahure recent edition.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
407	Micro Finance and Financial Inclusion	4	50	50

Objective: The main objective of this course is to sensitize the students to the key issues linked to the whole discourse on social banking including the challenges inherent therein, in the particular context of India, and to familiarize them (the students) with the initiatives taken in the country for addressing the said issues. The course also seeks to underline how the tenets of social banking and inclusive financial system may not always be in conflict with the goal of maximizing the operating surplus of a 'commercial' entity like a banking institution. In this context reference is sought to be made to the evolution of the so called 'micro finance' initiative as a socially responsive and yet commercially viable proposition.

Pedagogy :Lectures, Assignments/Project, Practical Exercises and Case Analysis.

Module 1: Introduction to Microfinance - Meaning and Evolution of Microfinance – Difference between Microfinance and Microcredit - Micro Finance as a poverty alleviation programme – Government sponsored programs and Microfinance. **Government Initiatives-** Major policy initiatives - Nationalisation of major commercial banks - Lead Bank Scheme (LBS) - priority sector in lending – RRBs - subsidy-linked credit programmes like PMRY, SGSY, SJSRY & SLRS, etc.

Module 2: Self Help Groups (SHGs) - Definition membership criteria - How SHGs are formed?- Steps and initiatives taken to form SHGs - Role of facilitators like Anganwadi Workers, other voluntary organisations/members - Role of SHGs in micro finance -Federation of SHGs – Joint Liability Groups - Study of the Self-Help Group-BankLinkage Programme (SBLP) as an innovative strategy of microfinance evolved inIndia.

Module 3: Functioning of MFIs - Outreach and reliability - Cost to MFIs-borrowing cost,operating cost, risk cost (provision for loan losses) - Interest rate - Interest ratecalculation Reducing Balance v/s Flat Rate.

Module 4: Role and Responsibilities of Banks and Financial Institutions in micro credit -Financial cost to banks and SHGs - Role of NABARD - Direct and indirect support –Re-finance and other Schemes - Incentives and initiatives of NABARD towards SHGsand micro credit. **Government guidelines and RBI directives on Micro Credit** -Legal aspects of deposits from and lending to SHGs.**Financial Inclusion** - Definition – Technology and financial inclusion – BusinessCorrespondent Model – Business Facilitator Model - Jan Dhan Yojana – FinancialInclusion and Direct Benefit Transfer (DBT).

Text Book:

Microfinance Perspectives and Operations – IIBF - McMillan Publisher

Reference Books:

- Understanding Microfinance – D.K.Panda, Wiley Publications.
- Microfinance – V.S.Somanath, Excel Books

- The Economics of Microfinance by Beatriz Armendáriz de Aghion & Jonathan Morduch
- Microfinance Handbook: An Institutional and Financial Perspective by Joanna Ledgerwood
- The New Microfinance Handbook A Financial Market System Perspective Edited by Joanna Ledgerwood with Julie Earne and Candace Nelson
- Microfinance In India by K. G. Karmakar
- Microfinance by V. Neelamegam, Vrinda Publications (Pvt.) Ltd
- Microfinance by O.C.Rana & Hem Raj, Himalaya Publishing House
- **Web Sources:**
- www.nabard.org (National Bank for Agriculture and Rural Development)
- www.mfindia.org (Microfinance Institutions Network)
- www.akmi.in (Association of Karnataka Microfinance Institutions)
- www.rbi.org (Reserve Bank of India) □ www.microfinancegateway.org

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
408	Talent and Knowledge Management	4	50	50

Objectives :

To develop skills of identifying ,documenting ,retrieving and disseminating knowledge in the organizations

Pedagogy :Lectures, Assignments, case studies, seminar and Projects

Module 1

Knowledge Management concept , definition ,the need , utility and universal applications ,role of knowledge management in the network world Process of knowledge management .A systems approach to Knowledge Management Cycle.

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Module 2

Talent Planning and Acquisition: Talent Planning, Objectives of Talent Planning, Steps Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition, knowledge management models, strategic implications of KM models, practical implications of KM models.

Module 3

Knowledge capture and codification. Tacit Knowledge capture at individual and group levels –interviewing experts, structured interviewing, learning by observation, learning by being told strategic and practical implications. **Building Blocks for Talent Management:** Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management **Life Cycle of Talent Management:** Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process Knowledge sharing and communities of practice, Strategic and practical implications of knowledge application , role of organizational culture.

Module 4.

Knowledge management tools and techniques, knowledge leadership , ethics of knowledgemanagement and future challenges for Knowledge Management. **Talent Engagement and Retention:** Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and

Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention, **Role of HR in Talent Management:** Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager, Contemporary issues.

Reference books:

- Knowledge Management In theory and practice, KimizDalkir,Elsevier,2008
- knowledge management- Sudhir warier-vikas 2003
- knowledge management-Elias M Award,Hussain M ghazini-Pearson Education 2004
- knowledge management-Enabling Business Growth-ganesh Natarajan and Sandhya Shekhar-TMH 2000 Talent Management- L.A.Berger

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
409	Compensation and Rewards System	4	50	50

Objectives of the course: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing analyzing and restructuring reward management Systems, policies and strategies.

Pedagogy

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1: Introduction to Compensation

Introduction to Compensation and Rewards; meaning, Definition, Objective of Compensation and Reward, Importance of Compensation management, Advantages & Disadvantages of Compensation management, Important Issues in Compensation Management. Introduction to Framework of Compensation Policy; Labor market characteristics and pay relatives.

Module 2: Wage Determinations

Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration rules; Introduction to Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Introduction to the Theory of Wages: Introduction to Minimum, Fair and Living Wage.

Module 3: Wage Deferential

Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage Differentials & Elements of a Good Wage Plans; Introduction to Institutional Mechanisms for Wage Determination. **Wage Incentives:** Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans; Introduction to Prevalent Systems & Guidelines for Effectives Incentive Plans; Introduction to Non- Monetary Incentives.

Module 4: Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems, Statutory Provisions governing Different Components of Reward systems.

Reference Text:

- Textbook of HRM – P. Subha Rao.
- Managing Human Resources – Bohlander, Snell, Sherman
- Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications
- Compensation Management in a Knowledge Based World – Richard I Henderson –
- Pearson Publications

- Compensation, Milkovich & Newman, Tata McGraw Hill
- Understanding Wage System by A.M.Sarma; Publisher - Himalaya Publishing House.
- Compensation Management by V. Vijayalakshmi; Publisher - Virinda Publications (P)Ltd., Delhi -
- Labour Cost and Compensation Management by Prof. A.P.Rao; Publisher – Everest Publishing House
- **Suggested Readings:**
- Human Resource Management, by L.M Prasad, Sultan Chand & Sons.
- Personal & Human Resource Management, by P. Subba Rao, Himalaya Publishing House.
- Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing CompanyLtd.
- Bhawdeepsingh& Prem Kumar- Current Trends in HRD: Challenges & Strategies in a
- changing scenario.
- Reward Management: A Handbook of salary administration by Armstrong, Michael and
- Marlis;; Wage and Salary Administration by Leonard R,Berger.s
- Wage and Salary administration by Rock Micton.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
410	Emotional Intelligence and Managerial Effectiveness	4	50	50

Objectives: There is a mounting body of evidence that emotion is the most powerful resource we have. Emotions are lifelines to self-awareness and self-preservation that deeply connect us to ourselves and others, to nature and the cosmos. Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.

Pedagogy: Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1

Introduction, Emotions and the Tripartite Brain, Emotional Competencies Emotional Intelligence, What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and, Ability EI. Five Dimensions of Trait EI Model, Self Awareness (SA), Managing Emotions (ME), Motivation, (M), Empathy (E) Social Skills (SS), Determination of EQ.

Module 2

Self awareness (SA), Self Awareness, Seeing the other side, Giving in without giving up Life Positions – you and only you can choose your mindset, Self Regulation /Managing Emotions (ME), Self-Regulation/Managing Emotions (ME), The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self-control... take back your Amygdala, Using Coping Thoughts, Using Relaxation Technique

Module 3

Self-Motivation (M), Self Motivation, Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E), Empathy, Barriers to empathy, Developing your empathy.

Module 4

Social Skills (SS), Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills, Manage emotions, Social Management and Responsibility. Understand Emotions and How to Manage Them in the Workplace, Role of Emotional Intelligence at Work, Articulate your Emotions Using Language, Disagreeing Constructively, Contemporary issues

BOOKS:

- Emotional Intelligence: Why It Can Matter More Than IQ By: Daniel Goleman
- Working with Emotional Intelligence By: Daniel Goleman

Additional Educational Resources

Emotional Intelligence at Work By: Dalip Singh (Author)

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
411	Human Resources Information System	4	50	50

Objectives of the course:

- To learn basic concepts, technology, application, and management of HRIS
- To increase student understanding of IT and their application for human resource
- To focus on what the technology brings to HR's most critical functions & to familiarize the applications of HRIS in Organizations

Pedagogy:

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

Module 1:

Human Resource Information System: Historical Evolution of HRM and HRIS, Introduction, Concept, Meaning, Definition of Human Resource Information System (HRIS), Need for HRIS, Components of HRIS, Benefits of HRIS, Information Provided by HRIS, Objectives and Purpose of HRIS, Designing of HRIS, Advantages of HRIS, Different Types of HRIS, Limitations of HRIS, Significance of HRIS in Today's Corporate World. Contemporary issues.

Module 2:

Human Resource Information Systems: In Organization: Development of HRIS, Essentials of Good HRIS, Users of HRIS applications, How HRIS is used in organization, HRIS functions: A) Integrating the Technologies of HR B) Increased Efficiency C) Increased Effectiveness D) IT Enabled Processes E) Cost and benefit of HRIS, Steps to Be Followed in Implementing HRIS, The role and impact of HRIS. HRIS Life Cycle/HR responsibility in each phase of HRIS development, Contemporary issues.

Module 3:

HR Management Process & HRIS: Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control, Data Management For HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System. Design - HRM Needs Analysis - Concept & Mechanisms - Standard Software and Customized. Software - HRIS : An Investment.

Module 4:

Data & Information Needs For HR Manager : Data - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracle Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantage

Reference Books :

- Human Resource Information Systems- Basics, Application, Future and Direction by Dr.
- Michael Kavanagh and Dr. Mohan Thite
- Human Resource Information System by P.K.Gupta and Sushil Chaabra
- Human Resource Management by Gary Dessler, Pearson Publication
- Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan.

Suggested Readings:

- Jawadkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
- Kumar, Muneesh, Business Informa House Pvt. Ltd., New Delhi.
- Davis, Gordon, B., Management Information Systems: Conceptual Foundations, Structure. and Development, McGraw Hill Book Company, New Delhi.;;
- O'Brein, James, A., Management Information Systems – A Managerial and User Perspectives, Galgotia, New Delhi.;;
- Laudon, Kenneth, C., and Laudon, Jane Price, Management Information Systems – A Contemporary Perspective, Macmillan, New York.;
- Davis, B. Gordon and Olson H. Margrethe, Management Information Systems, McGraw, Hill Pub., New York.
- Jerome, Kanter, Management Information Systems, Prentice Hall of India,

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
412	Social Legislation for Indian Managers	4	50	50

Objectives:

The course is designed to give inputs to the students on the relevant aspects of social legislation from different perspectives, which will go a long way in guiding them when they takeover as managers. the Constitution of India is the source of all the legislation, whether it is Corporate and Business law, Marketing Law, Industrial Law or Industrial Relations Laws. The Constitution of India is a mirror through which all aspects of the present and future norms have to be necessarily viewed.

Module -1: Constitution of India

Preamble , Fundamental Rights, Directive Principle of State policy , Fundamental Duties ,Union and State Judiciary , State Liability , Service under the Union and State, Freedom of Trade, Commerce and Intercourse , Tribunals

Module 2. Child Labour: Meaning, Socio-Legal analysis , Judicial Approach , International Norms , National Norms; **Sexual Harassment at Workplace;** Meaning and definition , Legal Analysis , Judicial View , International Norms , National Norms

Module 3. Equal Remuneration Act, 1976 , Objectives , Judicial approach , International Norms , National Norms, Gender Justice , Constitutional Aspects , Legal Aspects (Appointment, Conditions of Employment etc.) , Social Norms of 21st Century Pollution Control Laws

Module 4. Environment and the Pollution

Water Pollution, Noise Pollution, Public Interest Litigation. Liabilities under Tort & Contemporary issues. Corporate Social Responsibility ACT

Recommended Books

- Gangadhar K D : Social legislation in India Vol I & II
- Khandekar D G : Labour Legislations
- Shrivastava P C : Social Security in India
- Malhotra O P: The law of Industrial Disputes

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
413	Rural Marketing	4	50	50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Rural Management.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars Case Discussion, Rural visits.

Module I: The Call of Rural India:

Defining rural markets, rural myths, the rural marketing mix and challenges, the evolving rural consumer rural India the exploding middle class, The Rural Marketing Environment; the evolution of rural marketing, the rural environment, the rural economic environment, the rural economic structure, the rural infrastructure, rural economy, rural employment generation programmes, Government initiatives.

Module II: Rural Consumer Behaviour:

consumer buying behavior model, what influences consumer behavior? The buyer decision process, the product adoption process, diffusion of innovation, Rural Marketing Research, the rural marketing research process, special tools used in rural marketing research field procedures and rural realities, the rural research business. Segmenting and Targeting Rural Markets: rural market segmentation, targeting rural markets, positioning in rural market.

Module III: Product Strategy:

The product concept and the classification of rural products, product decisions and strategies, product branding in rural markets, packaging for rural markets, product warranty and after-sales service, new product development in rural markets, Pricing Strategies; pricing in rural India, setting the price for rural products and services, price setting strategies. **Distribution in Rural Markets;** Availability: the challenge and the dilemma, distribution channels, the rural retail environment, channel behavior in rural areas, distribution models in rural markets, rural-centric distribution models. Rural logistics, rural dominance, Communication Strategies for Rural Markets; Challenges in rural communication, the communication process: an overview, developing effective rural communication, creating advertisements for rural audiences, sales promotion and events and experiences.

Module IV: Rural Services Marketing; Telecommunications in rural India, information communication technology in rural areas, Marketing in Small Towns; definition of small town, small town in consumer behavior, the strategic importance of small towns for rural marketers, **Role of Government in Rural India;** rural infrastructure, education, health, skill development, employment, financial inclusion, sanitation, agriculture, Future of Rural Marketing; rural boom, the way forward, rural dividend.

References:

- Pradeep Kashyap, Rural Marketing, Latest edition, Pearson publications.
- Krishnamacharyulu, “Rural Marketing”, Latest edition, Pearson publications.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
414	Services Marketing	4	50	50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Services Marketing.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussions, Research Articles Discussions.

Module I: Foundations for Services Marketing: Introduction to Services; What are services? Why services marketing? Services and technology, comparison of goods and services, services marketing mix, staying focused on the customer. Conceptual Framework: The Gaps Model of Service Quality; customer gap, provider gap, closing the gap. **Focus on the Customer;** Consumer behavior in services, search, experience and credence properties, consumer choice, experience, post experience evaluation, global differences. Customer Expectations of Service; meaning and types of service expectations, factors that influence customer expectations, issues involving customer's services expectations. Customer Perceptions of Service; customer perceptions, satisfaction, service quality, service encounters.

Module II: Understanding Customer Requirements: Listening to Customers through Research, using marketing research to understand customer expectations, elements in an effective services marketing research program, analyzing and interpreting marketing research findings, using marketing research information, upward communication. Building Customer Relationships; relationship marketing, relationship value of customers, customer profitability segments, relationship development strategies, relationship challenges, Service Recovery; the impact of service failure and recovery, how customers respond to service failures, customers' recovery strategies, services guarantees. **Aligning Service Design and Standards:** Service Innovation and Design; challenges of service innovation and design, new services, development process, types of service innovations, stages in services innovation and development, services blueprinting, high performance services innovations Customer-Defined Service Standards; factors necessary for appropriate service standards, types of customer defined services standards, development of customer defined service standards. Physical Evidence and the Servicescape; types of services capes, framework for understanding servicescape effects on behavior, guidelines for physical evidence strategy.

Module III: Delivering and Performing Service: Employees' Roles in Service Delivery; service culture, critical role of service employees, boundary spanning roles, strategies for developing service quality through people, customer oriented service delivery. Customers' Roles in Service Delivery; importance of customers in service co creation and delivery, customer's roles, self-service technologies – the ultimate customer participation, strategies for enhancing customer participation, Delivering service through intermediaries and electronic channel; service distribution, direct/company owned channels, franchising, agents and brokers, E-channels, issues

involving intermediaries, strategies for effective service delivery through intermediaries. Managing Demand and Capacity; underlying issue: lack of inventory capacity, capacity constraints, and demand patterns, strategies for matching capacity and demand, yield management: balancing capacity utilization, pricing, etc, waiting line strategies.

Module IV: Managing Service Promises: Integrated Service Marketing Communications; need for coordination in marketing communication, key service communication challenges, five categories of strategies to match service promises with delivery, Pricing of Services; three key ways that service prices are different for consumers, approaches to pricing services, pricing strategies that link to the four value definitions. **Service and the Bottom Line:** The Financial and Economic Impact of Service; service and profitability: the direct relationship, offensive and defensive marketing effects of service, customer perceptions service quality and purchase intentions, the key drivers of service quality, customer retention, and profits, company performance measurement. Cases.

References:

- Zethaml, Bitner, Gremler and Pandit “Services Marketing” 6th edition, Mc Graw Hill publications.
- Christopher Lovelock, “Services Marketing”, latest edition, Pearson Publications.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
415	Supply Chain Management	4	50	50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Distribution & Logistics Management. The purpose of this course is to develop understanding of logistics, its basic framework and its practical utility.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module 1 :- Supply Chain Management – An Overview.

Introduction; what forces are driving the rate of change, Globalization, Technology, Organizational consolidation, The empowered Consumer, Government policy & Regulation, The supply chain concept, Development of the concept, major supply chain issues, Supply chain Networks, Complexity, Inventory deployment, Information, Supply chain Variation Impact, Supply chain Technology, supply chain Security.**Role of Logistics in Supply Chain:** Introduction, What is Logistics, Value added roles of logistics, Logistics Activities, Scope of activities, logistics in the economy, logistics in the firm, logistics interfaces with Marketing, logistics interfaces with other areas, Techniques of logistics system analysis, approaches to analyzing logistics systems, Materials Management versus physical distribution, cost Centers, Nodes Versus links, Logistic Channels.

Module 2: Transportation- Managing the flow of supply chain:

Role of Transportation in the supply chain Management, Challenges to carrying out this role, modes of transportation, Transportation planning & strategy, Transportation Execution & Control. **Order Management & Customer Service:** Introduction, Influencing the order customer relationship Management, Activity based costing & customer profitability, e-commerce order fulfilment strategies, Customer service, elements of customer service performance measures for customer service, Expected cost of stock-outs, order management influences on customer service.

Module 3:- Sourcing Materials & Services

Strategic sourcing methodology, Managing Sourcing and procurement processes, Supplier selection, Supplier/vendor evaluation and Relationships, e-sourcing & e-procurement; **Supply chain Technology – Managing Information flows:**The Role of Information in the supply chain, A framework for managing supply chain information, SCM Software, Supply chain Technology implementation, Supply chain Technology Innovations. Strategic role of Logistics Information systems,

Module 4:- Distribution – Managing Fulfilment Operations:

The Role of Distribution operations in SCM, Distribution Planning and strategy, Distribution Execution, Distribution Metrics, Distribution Technology. **Global Dimensions of Supply chains:** Supply chains in a global economy, The scope and Magnitude of Global Business, Global Markets and strategy, Supply chain security: A balancing act, Storage Facilities and Packaging. **Supply chain Relationships and Supply Chain Sustainability:** Logistics Relationships, Model for Developing and

Implementing successful supply chain relationships, Need for collaborative Relationships, Types of 3PL Providers, 3PL Market Size and Scope, Reverse logistics Systems, Management and Relationship Issues. **Supply Chain Performance Measurement:** Dimensions of supply Chain Performance Metrics, Developing Supply Performance Metrics, Performance Categories,

Textbook:

- John J Coyle, C John Lagley, Robert A. Novack “Managing supply Chain – Logistic Approach”, Cengage Learning.
- Sales and Distribution Management by Tapan Panda and Sunil Sahadev Oxford publication.

Reference books:

- Logistics Management by Vinod V Sople Pearson Education;;
- Logistical Management by Donald Bowersox, David Closs- TMH, 2004;;
- Business Logistics/Supply Chain Management –Ronald Ballou- Pearson Education.;;
- Sunil Chopra and Peter Meindl, ‘Supply Chain Management Strategy – Planning and Operation, Latest edition,

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
416	Retail Management	4	50	50

Objective: To make students to learn concepts, theories, principles, functions and objectives of Retailing Management. To introduce the basic concepts of retail management, the latest developments in retailing in the Indian context, and framework of Retail mix and each of its elements. To provide a strategic perspective of the retailing industry.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

Module I: Introduction to the World of Retailing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Global retailers, retail opportunities. Types of Retailers, Multichannel Retailing: Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, Customer Buying Behavior: Understanding the Retail Consumers, The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers.

Module II: Retail Market Strategy: Retail Market strategy; Financial Strategy: Measures of Financial Performance, The strategic profit model, Measures of retail performance, Retail Locations; Retail Site Location: The importance of store locations, types of locations, steps involving in choosing a location, trade areas and their evaluation, how to evaluate a retail location. Human Resource Management, Information Systems and Supply Chain Management, Customer Relationship Management.

Module III: Merchandise Management: Managing the Merchandise Planning Process, The concept of merchandising, the evolution of merchandising function in retail, Buying Merchandise: The process of merchandising buying, the procedure for selecting vendors and building partnerships, the concept of own brand and manufacturers' brand the concept of category management, Role of Pvt. Labels, Retail Pricing: The concept of retail pricing and the factors affecting price, elements of retail price, developing a pricing strategy, adjustment to retail price, GMROI. Retail communication mix, The concept of retail marketing mix, STP, the role of POP in retail. E-retailing.

Module IV: Store Management :Managing the Store, Store Layout, Design, and Visual Merchandising, Retail Store Operations, The relationship between store image and store design components of exterior and interior consideration for selecting layout visual merchandising in retail, Customer Service: The concept of customer service, the gaps in customer service, methods and tools available for encouraging loyalty, role of retail sales person, selling process. Starting your own Retail Business, Starting a Franchise Business, Cases

Text Book: Levy, Weitz, and Pandit “Retailing Management” McGrawHill Publications.

References:

- Chetan Bajaj Rajanish Tuli and Nidhi Varma Srivastava, “Retail Management”, Oxford Publications.
- Barry Barman, Mini Mathur, “Retail Management – Strategic Approach”, Pearson Publications.

Subject Code	Subject Title	Credits	Internal Assessment	Semester End Exams
417	International Marketing	4	50	50

Objective: To make students to learn concepts, theories, principles, functions and objectives of International Marketing Management. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches.

Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Group Discussions.

Module I: An Overview of International Marketing: The Scope and Challenge of International Marketing, International Marketing Environment, Preparing for International Marketing Strategies, **The Dynamic Environment of International Trade:** The Cultural Environment of Global Markets, History and Geography: The Foundations of Culture, Cultural Dynamics in Assessing Global Markets, Management Style, and Business Systems.

Module II: The Political Environment: A Critical Concern, The International Legal Environment: Playing by the Rules: Assessing Global Market Opportunities. Developing a Global Vision through Marketing Research and Segmentation, Economic Development and the Americas, Europe, Africa, and the Middle East.

Module III: Asia Pacific Region: Developing Global Marketing Strategies, Orientation towards BRICS nations. **Global Marketing Management:** Planning and Organization, Products and Services for Consumers, Products and Services for Businesses.

Module IV International Marketing Channels,: Integrated Marketing Communications and International Advertising, Promotion, Personal Selling and Sales Management, International Distribution Systems. **Pricing for International Markets:** Implementing Global Marketing Strategies. Negotiating with International Customers, Partners, and Regulators: The Indian Export Scenario, the Export Import Scene in India, Import-Export Policy, Export Documentation, Export Procedure, International Technology Transfer and Counter Trade, the Trade Mark Regime.

Text Book:

- Philip R. Cateora, Mary C Gilly and John Graham, International marketing, 15th edition, McGrawHill publications.
- Paul, Ramneek Kapoor, “International Marketing – Text and Cases”, Tata MCGrawHill Publications, New Gelhi.
- **References:**
- Sak Onkvsit and John Shaw “International Marketing – Analysis and Strategy” Latest edition, Pearson Publications.
- P. Subba Rao, “International Marketing”, Himalaya Publications.